



# Northampton Police Department, Massachusetts Needs Assessment & Facility Master Plan

Final Draft – January 31, 2005

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Part 1 – Introduction & Executive Summary

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## **1.1 – Background & Study Objectives**

### **1.1.1 – Background**

The Northampton Police Department has outgrown its current facilities on Center Street. The forty-year-old building no longer meets the space, operational or security needs of the Department. The time has come to do something about this.

The building no longer provides sufficient space for efficient operations. Policing operations are hampered by lack of space and outdated interior planning. Functions that should work closely together are separated (the Community Services Bureau works out of the James House on Gothic Street due to lack of space at the central station). There is insufficient parking to accommodate department and staff vehicles. The situation is becoming more serious and intolerable year by year.

Policing needs in Northampton are growing and changing. Prudent investment now will ensure the department can efficiently and cost-effectively meet the needs of the community for many years. This is a once-in-a-career opportunity. If it is done right it will not have to be done again for many years.

### **1.1.2 – Study Objectives**

The objective of this study is to determine the current and long-term (25-year) facility needs of the Northampton Police Department, to determine available accommodation options open to the city, and to make recommendations as to how the department's needs can best be met.

Specific objectives of this study were:

- To understand the Department's operations and policing strategies, and the opportunities for more effective operations that a new facility could provide.
- To understand the community of Northampton, its unique character, and the impact this has on policing operations and service needs.
- To understand how Northampton may grow and change over the projected lifespan of a new facility, so that a new building will be capable of supporting future policing operations and department growth.
- To determine current and future space needs, based on the specific requirements of the Northampton Police Department, and on standard industry practices.
- To demonstrate important internal relationships and other building and site planning criteria that would impact the building configuration and site requirements.

The objectives above have been addressed in Parts 2 and 3.

Once current and future department space needs (for the building and for the site) were established we could then identify and test the various available accommodation options, compare the relative benefits and drawbacks, and make our recommendations. This is covered in Part 4.

- Determine available accommodation options and make recommendations for those that appear feasible.
- Test, evaluate and compare workable options, and summarize their benefits and drawbacks.
- Provide order-of-magnitude costs, based on typical square-foot costs for a building of this type, and any savings or additional costs each option may incur.
- Develop an implementation plan for the project, including phasing where this would be required.

This information will allow those responsible for providing suitable accommodations for the Police Department to make informed decisions regarding new space, and to take steps towards implementation.

## **1.2 – Executive Summary**

### **1.2.1 – A 25-Year Masterplan for the Northampton Police Department**

The need for policing services in Northampton is growing, and the existing facilities no longer support efficient, cost-effective policing strategies, let alone provide room for future growth. This study looks at the factors which must be considered in formulating an accommodation plan to provide functional, secure and adaptable facilities that will allow the Northampton Police Department to grow and adapt to meet the changing needs of the community.

- The City of Northampton is a very special and unique place, and has particular needs and demands of its police service.
- Crime is on the increase in Northampton, perhaps reflecting a reversal in the falling crime rates across the country over the past decade.
- To adequately meet the needs of the community the Police Department must grow, respond and continue to expand the services it offers.
- To operate effectively, and to accommodate future growth, new facilities are required, and soon.

### **1.2.2 – Policing Services in Northampton**

Northampton covers almost 36 square miles and has a current population of around 29,000. The population has remained stable since the 1960s and is not anticipated to grow significantly over the next 25 years. The need for police service has increased steadily and is expected to continue to do so. There are a number of factors that make Northampton a unique place, and place unique demands on its police service. The city is home to a number of colleges, and attracts a large number of visitors to its restaurants, bars and many events.

These factors, combined with a large number of social services facilities, make Northampton's police service needs unique. The department has contributed, supported and protected a unique quality of life in the city, but is becoming increasingly hampered by the lack of resources and suitable facilities.

The police department currently comprises 64 members (April 2004) of which 59 are sworn officers. Under the Chief of Police the department is organized into Administration and Operations divisions, each headed by a captain.

- Operations – Patrol, Investigations
- Administration – Records, Community Services, Technical Services

Communications and 911 emergency dispatch functions are currently housed on the upper floor of the central fire station on King Street.

The need for police service in Northampton is growing. The Northampton Police Department deals with approximately 33,000 to 34,000 calls per year. The numbers of calls for service and the time spent on each call has gone up, and crime rates are rising. Crime rates were up 43 percent in 2003, much higher than anticipated. In the 'top 8' crime categories crimes increased from 1,367 in 2002 to 1,958 in 2003, an increase of 43 percent. This trend has been obvious for several years and the department's success in solving crimes and laying charges comes at the cost of increased overtime and court appearances.

As of April 2004 police staffing was at the same level as in 1990. Staff number peaked at 68 from 1996 to 2000, but a loss of 5 officers since then has not yet been replaced. The current shortage of staff resources is making it more difficult for the department to maintain a pro-active approach to crime reduction and enforcement in recent years.

To meet the increasing needs of the city we have estimated that total police staffing (not including dispatchers) could reach or exceed 80 by 2030 (an increase of 25 to 28 percent, or about 1 percent per year).

Refer to Part 2 for more detailed information on policing services and anticipated requirements.

### 1.2.3 – Facility Requirements

The existing 12,000 sq.ft police building has long ceased to meet the department's needs effectively. The building is overcrowded, badly planned and working conditions do not support efficient operations. Many functions must share small, crowded offices. Due to lack of space the Special Services unit (DARE, Crime Prevention and Youth) is located at the nearby James House. There is no room for internal training or community activities. As the department grows this problem will get worse.

The building is not designed to be expanded by adding another floor. The existing lot (0.58 acres) is less than half that required for an efficient police facility.

To meet 25-year accommodation needs for a department of up to 80 members (up from 62 currently) a facility of around 31,500<sup>1</sup> square feet is required, including an indoor firing range and small police garage.

Division	Components	Usable Area
100 – Senior Administration	Chief, Captains, admin support	1,500 sq.ft
200 – Administration Division	Records, Community & Technical Services	1,200 sq.ft
300 – Operations Division	Patrol, Detectives, Forensics	5,200 sq.ft
400 – Booking/Holding	Booking, detention cells, sallyport	2,500 sq.ft
500 – Common Areas	Multipurpose room, staff amenities, lockers, storage	7,200 sq.ft
600 – Communications	Communications (future)	1,700 sq.ft
	Subtotal – Operational Areas (Usable Area)	19,200 sq.ft
700 – Indoor Firing Range	4-position 25-yard training/qualification range	3,300 sq.ft
800 – Police Garage	Police garage, storage, bicycles	3,800 sq.ft
	Total Usable Area Required	26,300 sq.ft
	Grossing Factor	1.20
	Anticipated Gross Floor Area	31,500 sq.ft

To accommodate a new building and on-grade parking for 75 to 80 vehicles a site of 1.8 acres or more would ideally be required. Smaller sites could be used by stacking functions (to reduce the building footprint) or by providing alternate parking arrangements (e.g. deck or basement).

Refer to Part 3 for more detailed information on building and site requirements.

### 1.2.4 – Development Options

A number of development options are presented, illustrating ways in which a new police facility could be constructed on a variety of sites:

- **Options 1A & 1B (Non-Site-Specific)** – Generic solutions for non-specific sites (theoretical models/benchmarks against which other options can be compared, or undetermined sites tested). Option 1A would require a site of 1.8 acres or more to accommodate a new police building on two levels and around 78 parking spaces. Option 1B would require a smaller site of around 1.4 acres or more to accommodate a 31,500 sq.ft building on three levels (smaller building footprint) and around 78 parking spaces. Project costs are estimated to be in the order of \$9.8 million (excluding land acquisition costs).
- **Options 2A & 2B (James House)** – These show two ways in which the James House property could be redeveloped. Option 2A consists of major renovations to the existing building and building a new 3-level expansion. Costs for this option are estimated to be higher than all-new construction. Option 2B shows a new building on the same property. Because of the restricted nature of the site (1 acre) parking would be limited to around 60 to 65 vehicles, and functions would have to be stacked to reduce the building footprint.

<sup>1</sup> This includes roughly 2,000 square feet for a future Communications Center, which may be eliminated from initial construction, however provision should be made to permit future expansion for this function.

- Options 3A & 3B (Center Street/Gothic Street) – These show two ways in which the existing police department site could be redeveloped with inclusion of the adjacent court parking lot on Gothic Street. Both options would require a new building to be constructed and occupied before the existing police department is demolished (or otherwise redeveloped). Option 3A consists of a new 3-level building to be constructed on the current police parking lot, and a two-level parking structure (shared with court functions) built on the court parking lot. Option 3B proposes that the Gothic Street court parking lot be purchased, and a new 3-level police building constructed. The current police parking lot would remain as parking and would be connected to a lower level police garage accessible from Gothic Street. The existing police building could be demolished to create a visitor parking lot off Center Street, or redeveloped for a compatible city or community use.
- Option 4 (King Street) – This option is included as an example of developing a larger, flat site. This is not a preferred option due to its distance from the downtown core and the loss of potential commercial tax revenue.
- Option 5 (Hotel Northampton) – New police building and multi-level parking deck in the vicinity of the Hotel Northampton, incorporating the nearby Ernie's Texaco and Grampy's convenience store. The lower level could connect with the basement of the police building and be restricted to police vehicles only. The upper levels could be allocated to paid public parking or to the hotel. Approximately 150 cars could be accommodated on three levels. Revenue generated could be used to offset construction costs.

Development options are discussed in more detail in Part 4.

Project costs would vary from around \$9.8 million for a newly-constructed facility on a suitable, clean site. Other options involving renovation (e.g. Option 2A on the James House lot) or phased construction (Options 3A or 3B at Center Street) would cost more. Project costs will have to be balanced with land acquisition costs and the potential loss of revenue through taking properties off the tax rolls.

### **1.2.5 – In Summary**

To support future policing operations in Northampton we recommend appropriate facilities be designed and built as soon as possible. We also believe that it would be more cost-effective in the long term to construct a facility that meets 25-year program needs, rather than rely on disruptive and expensive alterations or expansion later.

The new facility should be designed to be cost effective to maintain, and be durable enough to stand up to hard 24-hour use. This need for high-quality components, and the need to design a facility that will reflect an appropriate architectural character for the city, will form a significant financial investment for the city – however the payback in increased police efficiency, staff morale will be obvious. Something must be done sooner or later, and the least expensive approach would (in our opinion) be to take advantage of current low interest rates and initiate this project as soon as possible.

We hope this document can help in reaching those decisions.

## **1.3 - Methodology**

### **1.3.1 – Determining Facility Needs**

Determining facility needs, and recommending a course of action to meet those needs, involves a number of steps:

- Understanding policing operations and strategies in Northampton
- Understanding the community, its growth trends and policing needs
- Determining current and anticipated service loads
- Determining staffing projections
- Determining space and facility needs
- Identifying available development/accommodation options
- Evaluating, testing and comparing the most feasible of these
- Recommending a course of action.

### **1.3.2 – Methodology**

To understand Northampton Police Department operations and strategies, and the context within which they operate, and to determine their current and future facility needs we did the following:

- Conducted an on-site review of existing operations
- Conducted on-site interviews with senior staff and representatives of all functional units within the Department
- Issued questionnaires to all department staff & obtained feedback and suggestions
- Conducted research into community trends, population history and growth, demographics, police service statistics, crime rates and other factors impacting current and anticipated operations and staffing
- Prepared a space needs analysis, based on the specific needs of the Northampton Police, with comparison to other local & national standards/practices
- Interviewed community and municipal representatives to understand the dynamics within the city, its objectives, and issues surrounding the provision of new police facilities.

### **1.3.3 – Study Limitations**

Disclaimer – limit of liability: This study is intended to provide an overview of policing needs and the resultant anticipated space requirements to support those needs over the next 25 years. Our projections are based on documented observations, perceived trends and industry practices. Changes within the City of Northampton, revised policing strategies and many other factors may result in staffing numbers and space requirements different from those presented in this report.

We have looked at a number of accommodation options, based on discussions with department and municipal staff, and presented conceptual illustrations of potential solutions. Other locations or development options may become available. The options presented in this report are intended to illustrate the requirements for a new police facility in general terms, both on a generic site (which could be used to evaluate the feasibility of as-yet untested properties) and on a selected number of available properties.

The scope and depth of this study preclude examination of all factors that may affect future development as illustrated (e.g. soil conditions, contamination, development restrictions, etc.).

Costs presented are typical for buildings of this type, and do not include construction cost escalation should the project be delayed. Final costs will vary depending on construction market conditions, final program and facility design, project delivery method, and specific costs associated with a particular property.

## **1.4 – Acknowledgements & References**

### **1.4.1 – Study Participants**

#### Northampton Police Department

Chief Russell P. Sienkiewicz  
Captain Joseph W. Koncas – Administration Division  
Captain Michael B. Wall – Operations Division

Det/Lieut. Kenneth Patenaude – Detective Bureau  
Patrol Lieutenants & Sergeants

Lieut. Brian C. Rust – Community Services Bureau  
Elizabeth Zawadski – Technical Services Manager

I would also like to thank all the other department members who participated in interviews, submitted questionnaires, and otherwise provided very valuable input.

#### City of Northampton

Mayor Higgins  
John P. Musante – Finance Director  
Wayne M Feiden – Planning Director  
Teri Anderson – Economic Development Coordinator

George C. Slocum Jr. – Communications Director

Susan Stubbs – Social Services  
Suzanne Beck – Northampton Chamber of Commerce

### **1.4.2 – References & Information Sources**

*Annual Budget Reports* – Northampton Police Department, FY1996 to FY2004  
*State of the Pioneer Valley Region* – Pioneer Valley Planning Commission, 2002  
*Crime in the United States, Uniform Crime Reports* – Department of Justice, FBI

Various municipal and government websites



**Part 2 – Policing Services in Northampton**

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## 2.1 – The City of Northampton

### 2.1.1 – Community Profile

The City of Northampton lies within Hampshire County in the Pioneer Valley region of western Massachusetts. It was founded in 1654. The rich agricultural floodplain of the Connecticut River that attracted the earliest Native American seasonal encampments also attracted Northampton's founders. As the community developed, industrial, commercial and institutional sectors eventually eclipsed agriculture as the most important area of the economy.

Today, the City of Northampton is a lively, diverse community located in the heart of the Five College area of the Pioneer Valley – including Smith College in Northampton, Amherst College, Hampshire College, Mount Holyoke College and U-Mass at Amherst. Northampton covers 35.7 square miles (22,840 acres) and has a very stable population of approximately 29,000 people. The city is a dominant economic and cultural influence in Hampshire County, and has thriving and vibrant service, commercial and institutional sectors, and a strong though small industrial component.

The institutional sector is stable with Smith College, the Veterans Affairs Center, the city and other institutional employers. In addition, Northampton provides housing for the majority of its work force and for many residents who work outside of Northampton. In downtown Northampton commercial activity has continued to spread out from its Main Street core. Over the past decade, because of the scarcity of affordable downtown first floor retail space, and shortage of high quality office space with available parking, a new wave of redevelopment and revitalization has come to other commercial areas off Main Street.

Downtown Northampton is rare in its combination of well preserved historic architecture and vital economic activity. Its pedestrian scale and rich visual and historic environment created by its classic buildings are essential to Northampton's worth as an attractive destination, as a retail and office center, and as a treasured hometown. Private and public property owners are acutely sensitive to this historic character and have often successfully adapted surviving structures to modern commerce with great creativity.

The city is managed under a mayoral system with nine councilors. Calvin Coolidge, who was later to become president of the United States, practiced law and was mayor of the city from 1910 to 1911.

The city and its police department were recently the focus of Tracey Kidder's book *Home Town*.

(Sources: *Downtown Northampton: Today, Tomorrow and the Future – part of the Northampton Comprehensive Plan*, and *Central Business Architecture Ordinance: The Downtown Historic District Study Committee's Final Study Report*)

### 2.1.2 – Population & Demographics

The current population of Northampton is just under 29,000 (28,978 in the 2000 Census), and has remained very stable since the 1960s. The population has declined by less than four percent since 1960 when it was recorded at 30,058. Ninety percent of the population is white.

89 percent of Northampton residents are high school graduates, and over 46 percent have a bachelor's degree or higher.

Trends & Population Growth – While the population of the Commonwealth of Massachusetts is projected to grow at a rate slightly less than 1 percent per year up to 2025 (U.S. Census Bureau), the population of the City of Northampton is not expected to grow significantly<sup>1</sup> – however there are a number of other factors that will have an impact on policing services.

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<sup>1</sup> Published population projections for the City of Northampton vary from a high of 30,767 by 2020 (OPD projection), an increase of 5%, to a low of 26,211 (PVPC projection), representing a 10% decrease.

In addition to the official census figures Northampton has a high-than-average proportion of transient population that is not reflected, but has a direct impact on policing services.

### **2.1.3 – Colleges and Universities**

Northampton is home to the prestigious Smith College for women (enrollment 2,700), which is one of the city's largest employers. Northampton is considered to be the center of the 'five college community' comprising Smith College, Amherst College, Hampshire College, Mount Holyoke College and U-Mass at Amherst. This results in a large number of students being drawn into the city and its nightlife.

There are few student arrests, however the numbers of students resident in the city and visitors drawn to clubs, restaurants and other functions add substantially to the police service workload.

### **2.1.4 – Employment**

Almost two-thirds of Northampton residents work within the city. Of the roughly 18,000 jobs 72 percent are in the services, finance/insurance/real estate, and wholesale/retail sectors. Government, with almost 3,000 jobs comprises around 17 percent, and manufacturing makes up under 8 percent. In 2000 less than 2 percent of the workforce was unemployed.

Major employers include Smith College (1,372), the Cooley Dickinson Hospital (850), the Veterans Medical Center (716), the city (310) and the Kollmorgen Corporation, makers of optical instruments and lenses (230). Other significant employers include a number of institutional organizations caregroups and homes, Big Y Foods and the Hampshire Daily Gazette.

Northampton is also home to a large number of retail stores such as Stop'n'Shop and Walmart. These are the scene of many incidents of shoplifting (often baby formula) and fraudulent transactions.

### **2.1.5 – Visitors and Culture**

Northampton attracts a lot of visitors to its wide variety of restaurants, clubs, bars and theaters. The city was named 'one of the best small arts towns in America' by author John Villani and is recognized as one of the top 25 arts destinations in the nation by American Style magazine. Some of the events that involve Northampton residents and attract visitors include:

- Theaters and Clubs – such as the 1,300-seat Calvin Theatre, the Pearl Street club, Divas and numerous other smaller venues attract 3,000 to 4,000 visitors on a typical weekend night.
- Restaurants – Northampton has somewhere in the order of 75 restaurants that attract residents and visitors to the downtown core
- The Taste of Northampton attracts 15,000 to 20,000 people per day over a 3-4 day period.
- First Night with multiple daytime entertainment venues and nighttime activities attracts 7,000 to 8,000 people in an all-day event.
- Paradise City attracts somewhere around 10,000 to 20,000 people twice a year.
- The Gay Pride parade held every year attracts an estimated 5,000 people.

Other events include:

- The Morgan Horse Show
- Tri-County Fair
- Numerous concerts and other events at the Smith College Fairgrounds attract large numbers of students (and adults)

- The Balloon Festival
- Frank Newhall Look Park attracts large numbers of people (many from nearby urban centers such as Springfield and Hartford)

Northampton, as a liberal and open-minded community, also has a tradition of political demonstrations and protests. Recently anti-war, same-sex marriage and other politically or socially topical issues have been the focus of gatherings in Northampton. A recent anti-war demonstration resulted in 26 arrests and tied up 40 officers.

Northampton has recently been the set for major movies including "Cider House Rules", "Malice" and a number of lesser well known ones.

These attractions and events tax the available parking in the downtown core, and create heavy traffic congestion at times. Areas must be secured, traffic must be re-directed and controlled, parking becomes more difficult and the general level of activity requires an increased police presence. Together all these factors place an increased demand on police resources above that normally seen in similar-sized communities.

#### **2.1.6 – Social Service Aspects**

There are a significant number of social services which attract and cater for the transient and less-fortunate members of society, many of whom are not included in the official census population numbers. Many consider social services to be a 'major industry' in the city, contributed to by events such as the de-institutionalization of the state mental hospital.

- The VA Hospital caters to a lot of drug addicts and alcoholics.
- Cooley-Dickinson Hospital generates a lot of emergency calls involving the Police Department. Many of these involve persons who are drunk or drugged, disruptive and belligerent.

The city hosts five shelters, including one 1000-bed facility at the Veterans Administration. There is a high number of single-room rented premises in the city to cater for transient and short-term tenants, many of whom are involved in social services or rehabilitation projects.

Social services programs and facilities in Northampton include:

- Valley Inn (Florence) – 10p+ staffed rooming house for mainly stabilized or medicated individuals.
- Florence Inn – mainly for individuals who can look after themselves (City-supported, on-site manager).
- Mental retardation day program – offering support around 20 mentally challenged people in their own apartments
- Employee assistance program for City, School Board & others
- Outpatient clinical program for up to 2,000 people with medical or psychological problems in the Northampton/Easthampton area including counseling and therapy
- Youth Crisis program – 15 to 20 people
- Shelters – Grove Street (20p, year-round, state hospital campus), Interfaith shelter (beside PD), plus a drop-in center that deals with over 500 people.
- Early childhood intervention center on North King Street (outpatient, developmentally/physically challenged)

The City in general and the Police Department are very supportive of the above programs and offer a lot of help around the clock.

#### **2.1.7 – State Hospital Project**

The new State Hospital project will provide new residential and business units. This will have an impact on area traffic. Ten percent of the units are targeted to de-institutionalized residents.

### **2.1.8 – Development & Growth Patterns**

Of the city's 23,000 acres roughly 15 percent is allocated to residential use, with the same amount under tillage. Public open space, outdoor recreational areas and water make up around 8 percent, and commercial/industrial less than 4 percent. The remaining 57 percent is classified as undeveloped.

### **2.1.9 – State & County Context**

Northampton is centrally located in Hampshire County in the Pioneer Valley Region, a 43-town area in western-central Massachusetts. It extends northwards from the Connecticut border spanning the Connecticut river, and is framed on the west by the Berkshires and on the east by the Massachusetts central uplands. An estimated 608,000 people live in the region. Its diverse economic base, renowned academic institutions and wealth of natural resources make it a pleasant and interesting place to live.

Northampton is the county seat, and home to the Hampshire County Court, with its associated activities and traffic.

Crime rates, the number of jobs and per-capita income and educational attainment are all perceived as improving within the region. However the poverty rate\*, high-school dropout rate and the rate of substance abuse are rising. (\* the poverty rate in Hampshire County has been steadily declining since 1979)

Crime rates have been declining in the Pioneer Valley Region since 1997, for both property and violent crimes. This is covered in more detail in Section 2.2.

### **2.1.10 – In Conclusion**

In conclusion it can be demonstrated that there are a number of factors that make Northampton unique, and that have an impact on police servicing needs, over and above that expected for similar-sized communities. Some of the more significant are:

- Area colleges and universities
- Large number of visitors, attraction venues and events
- Community involvement and support in various social service programs

If Northampton is to maintain its current level of police service and community safety it would be reasonable to expect the department to grow to meet the ever-increasing demands of the community, businesses and visitors.

## **2.2 – Policing Services in Northampton**

### **2.2.1 – A Long History of Policing in Northampton**

The Northampton Police Department was formed in 1884, and originally consisted of the Chief of Police and two 'night police men.' In 1917 the department got its first automobile, and the former Center Street School was converted into a police station. It was a further forty-eight years before the department moved into the current building at 29 Center Street in 1965.

The department has always been an active and visible presence in the downtown area, and now, almost forty years later, it is time to make the next move. Being in the downtown core is important, and while we cannot predict what form policing may take forty years from now, we can be reasonably sure that a well-designed, flexible and secure building, which has sufficient space for reasonable growth, will serve the department's needs for a long time.

In 2002 the Northampton Police Department became the sixth police department in the state to achieve accreditation status from the Massachusetts Police Accreditation Commission. This was made possible by the high standards of service and professionalism demonstrated by the department.

### **2.2.2 – Policing Operations & Strategies**

Mission Statement: "We, the Northampton Police Department, while striving towards professional excellence, are dedicated to working in partnership with our community, to prevent and suppress crime, to reduce fear of crime, and to enhance the quality of life through respect and understanding for all."

The stated primary functions of the Northampton Police Department are the suppression of crime, law enforcement and the protection of life and property. The department is committed to using its resources in the most effective way in a blend of response-oriented (reactive) and community-oriented (proactive) policing strategies.

Policing functions in Northampton include:

- Community-based proactive policing
- Community patrols
- Traffic enforcement
- Special operations
- Detention
- Communications (as applicable)

The annual policing budget is around \$3.8 million

The Northampton Community Police Academy was initiated in 1994 as part of a new community-based policing policy. This gives involved members of the community a working knowledge of police operations, issues and strategies, and enhances the effectiveness of policing programs. Unfortunately recent funding and budget issues have put this program on hold, however many communities across the nation have found this to be a very effective part of a pro-active community-based policing philosophy, and provision should be made in the new building for this and other programs.

Other programs such as the bicycle patrol unit (set up in 1994) and the continued efforts of the department's Community Services Bureau (formally established in 1995) continue to build bridges and cooperation with the community. Whatever temporary cutbacks may have been made in recent year the new building must be able to accommodate these and other as-yet unknown initiatives.

Inter-agency Cooperation – Northampton has very cooperative arrangements with police departments in adjoining communities, particularly Easthampton and Amherst, and with the various university police departments in the area.

Community Survey – A customer satisfaction survey conducted in the summer of 1999 found that most residents and business owners in the downtown area agreed that the department is doing a very good job, and that the downtown was safe during the day and at night.

The responses also indicated support for police presence in the downtown area and increased use of foot patrols.

When asked about the quality of life in downtown Northampton residents in surrounding communities cited parking and traffic congestion as problems, but that they generally felt safe downtown at night.

### **2.2.3 – Unique Service Requirements in Northampton**

It would be unfair to compare Northampton directly with other similar-sized cities and towns in the area. There are a number of factors which should be considered regarding conditions and events which impact the need for policing services in Northampton, which are not present in other communities (or at least not to the same extent). Agawam and Westfield, for example, may have similar crime statistics, but Northampton has far more in the way of police service requirements. Many neighboring communities do not have the nightlife and number of visitors. It would be fairer to compare Northampton to typical vacation towns such as Provincetown.

The following is a brief summary of some of the aspects of Northampton that impact policing services. Further details are given in Section 2.1.

- Events and Visitors – On a typical weekend night 3,000 to 4,000 people attend the large number of clubs in the city. The city's numerous restaurants and bars attract large numbers of people regularly.
- Traffic and Accidents – The majority of motor vehicle accidents in Northampton involve non-residents. Of 793 serious accidents in 2003 (those involving over \$1,000 in damage or personal injury) 644, or 81 percent, involved at least one non-resident operator. Of those accidents 1,479 operators or passengers were from outside Northampton.
- Arrests – A significant portion of the arrests made in Northampton involve non-residents. Of 951 arrests examined for 2003 forty percent (378 persons) gave out-of-town addresses. Those listing 'the streets of Northampton' are considered residents – if they were not the non-resident arrest rate would increase to 46 percent.
- Protests and Political Events – A recent anti-war protest resulted in 26 arrests and tied up 40 officers.
- Social Service Issues – There are many social service agencies and institutions which attract and cater for the transient and less-fortunate members of society. Many of these are not included in the official census population numbers but have a real impact on policing services.
- Colleges & Universities – In Amherst campus police provide law enforcement services (University Police, 55 sworn, at Amherst College and State Police at U Mass, Amherst). When these students come to Northampton to attend the clubs and other events the Northampton Police are responsible.

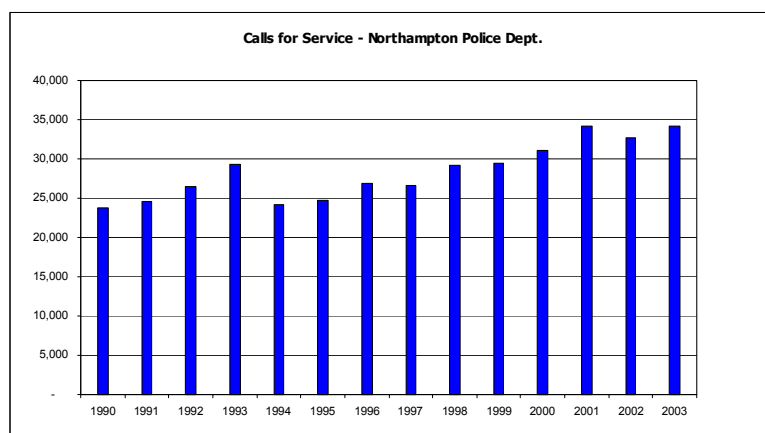
## 2.2.4 - Police Service in Northampton

The need for police service in Northampton is growing. The numbers of calls for service and the time spent on each call has gone up. Crime rates are rising. This trend has been obvious for several years. The department's success in solving crimes and laying charges comes at the cost of increased overtime and court appearances.

According to information provided by the Police Department and published in the Daily Hampshire Gazette crime rates were up 43 percent in 2003, much higher than anticipated. In the 'top 8' crime categories crimes increased from 1,367 in 2002 to 1,958 in 2003.

### Calls for Service

The Northampton Police Department deals with approximately 33,000 to 34,000 calls per year. Since January 2000 these numbers include between 22,000 and 25,000 incidents and roughly 9,000 officer activities. The software in use prior to 2000 does not separate the categories.



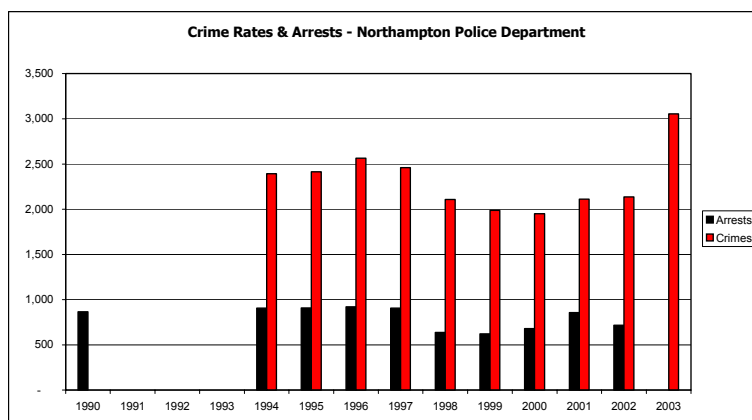
Comment:

Despite a drop in the number of calls from 2001 to 2002, calls for service increased by 1,276 from 2002 to 2003, reconfirming a general upward trend.

In addition to the number of calls and incidents, consideration must be given to the increased time spent on each call, due to the increasing complexity and documentation involved, and increased court time.

### Crime Rates and Arrests

Since 1994 the Department has handled between 2,000 and 2,500 criminal incidents per year (excluding motor vehicle accidents and citations), and between 600 and 900 arrests (including protective custodies) [confirm].



Comment:

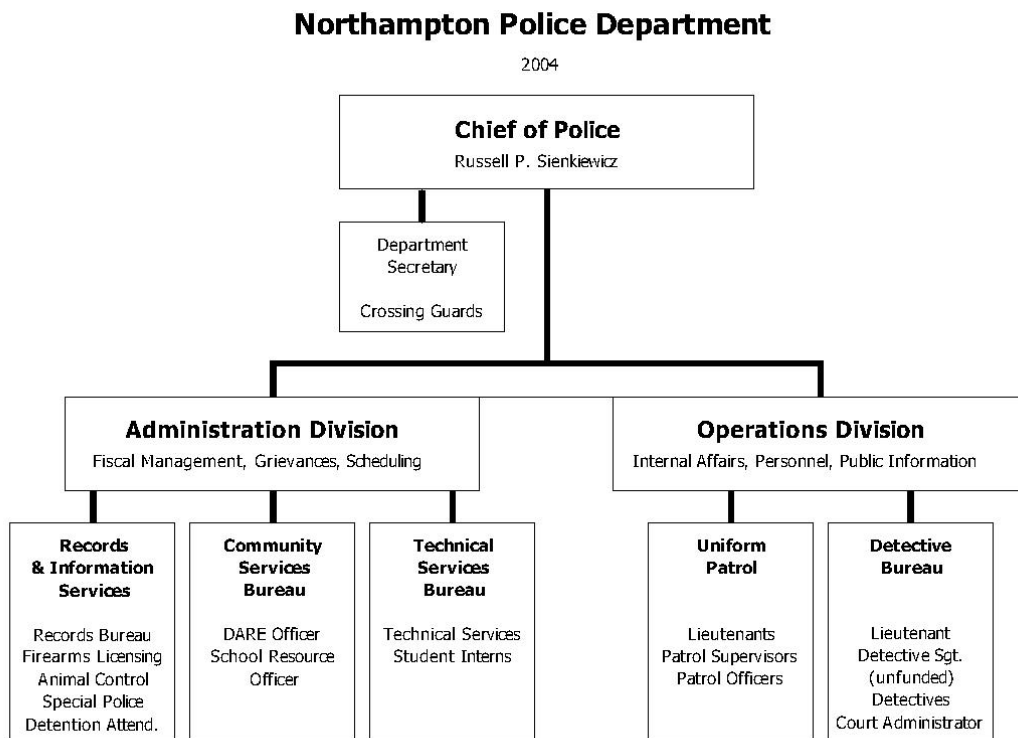
Crime rates for the 'top 8' crimes (murder, sexual assault, robbery, assault & battery, arson, burglaries, motor vehicle theft and larceny) increased by 43% between 2002 and 2003.

Source: NPD



## 2.2.5 – Department Organization

The Northampton Police Department is organized into two divisions, each headed by a Captain, answering to the Chief of Police.



### Functional Units

#### Senior Administration

For planning purposes this includes the Chief of Police, the two Captains and any future administrative assistants.

#### Operations Division

The Operations Division, comprising the Patrol Division and the Detective Bureau, is headed by a Captain, who is also responsible for internal affairs, personnel and public information.

- Patrol Division – this is organized into 3 shifts 07:00-15:00, 15:00-23:00 and 23:00-07:00, each under a Lieutenant and 2 Sergeants. Roughly 12 officers are assigned to each shift. Patrol officers perform a variety of pro-active and directed activities, including traffic enforcement and attendance at major events, parades and political demonstrations.
- Bike Patrol – established in 1994 as a six-officer unit working flexible schedules.
- Detective Bureau – this is headed by a Detective Lieutenant, supported by a currently-unfunded Detective Sergeant. The unit comprises 5 detectives on two shifts, and the court administrator. The clearance rate in 2002 fell due to de-funding of D/Sgt position (see below).
- The Detective Bureau includes the Investigative Services Unit responsible for evidence collection, forensic examination and storage.

### Administration Division

The Administration Division, comprising the Records, Community Services and Technical Services, is headed by a Captain, who is also responsible for fiscal management, grievances and scheduling.

- Community Services Bureau – A Lieutenant heads up this 3-person unit established in 1994/5 for DARE, crime prevention and youth issues. The Lieutenant works out of the central station and the DARE and SRO work out of the James House.
- Records Bureau – The Supervisor of Records is responsible for records clerks, firearms licensing clerk, the animal control officer, part-time 'special' police officers and detention attendants<sup>1</sup>.
- Communications – This is currently housed on the upper floor of the central fire station on King Street, and receives between 9,000 and 11,000 911 calls per year (1996-1999)

The Department also runs a Community Police Academy, set up to give members of the public a working knowledge of the Department and policing activities and procedures. It also serves to strengthen the bonds between the Department and the community, an essential part of any pro-active community-based policing philosophy. In recent years budget and staff shortages have curtailed this activity.

### **2.2.6 – Other Factors**

Clearance rates for the Detective Bureau dropped from 84% in 2001 to 62% in 2002, ostensibly as a result of the de-funding of a detective sergeant position in FY2002 and unfilled vacancies since 1998.

Overtime is strictly managed in order to stay within the allocated budget, and is typically kept to 5 percent or less. The limited amount of overtime is not a counter-indication of the shortage of resources. The

(ref: NPD Budget Reports FY1996 to FY2004)

Traffic – The number of registered vehicles in the Pioneer Valley Region continues to grow rapidly, indicating an increased dependence on automobiles and other private passenger vehicles. Between 1990 and 2000 the number of vehicles per resident increased from 0.64 to 0.82, an increase of 28 percent. Average daily traffic has increased across the region.

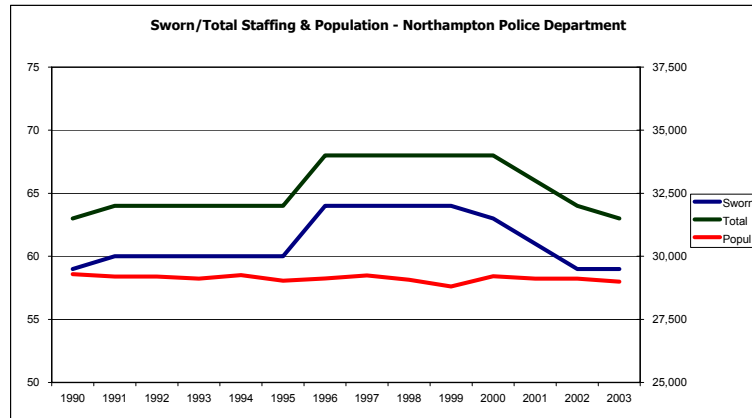
Motor vehicle fatalities have decreased across the region, however injury rates have risen since 1996.

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<sup>1</sup> Special Police Officers and detention attendants are not included in department staffing numbers.

### 2.2.7 – Police Staffing History in Northampton

Total police staffing (authorized sworn and civilian positions) in Northampton is at the same level as in 1990. Staffing levels peaked at 68 from 1996 to 2000, and has fallen by 5 members since then. Staffing is at its lowest level since 1991. (source: NPD). Because of a severe lack of staff resources the department is finding it increasingly difficult to maintain a pro-active approach to crime reduction and law enforcement. If additional resources are not added soon the department risks becoming a purely reactive department, with the associated loss of service to the community.



Comment:

Police staffing across the country increased in 1996 in response to a number of federal funding initiatives. Many communities experienced a slight drop in staffing levels in later years, but most have now restored or exceeded the 1996 'peak' levels. The reverse has happened in Northampton.

	Population	Sworn Staff	Sworn/1000	Total Staff	Total/1000
1990	29,289	59	2.01	63	2.15
1991	29,200	60	2.05	64	2.19
1992	29,200	60	2.05	64	2.19
1993	29,120	60	2.06	64	2.20
1994	29,260	60	2.05	64	2.19
1995	29,036	60	2.07	64	2.20
1996 (Peak)	29,121	64	2.20	68	2.34
1997	29,245	64	2.19	68	2.33
1998	29,073	64	2.20	68	2.34
1999	28,811	64	2.22	68	2.36
2000	29,212	63	2.16	68	2.23
2001	29,116	61	2.10	66	2.27
2002	29,116	59	2.03	64	2.20
2003	29,000	59	2.03	63	2.17

### 2.2.8 – Local Comparisons

Unlike most other similar-sized Pioneer Valley communities police staffing in Northampton has not increased or reached 1996 peak levels since. Police staffing has increased by an average of 11 percent in Agawam, Amherst, Holyoke, Ludlow, West Springfield and Westfield since the 1996/1997 peak. It should be noted that Amherst also has over 100 police officers in two university police departments, a resource not available to Northampton.

Total staffing for municipal police agencies in New England increased by over 10 percent over the same period. Population of all cities in New England increased by 6.2% over the same 1996-2003 period (source: UCR 1996-2003).

Police Staffing Growth – Similar-Sized New England Cities (1996-2003):

	Cities 25,000 to 50,000	Cities 10,000 to 25,000	Combined
1996	6,170 (2.2/1000)	6,746 (2.2/1000)	12,916 (2.2/1000)
2003	6,966 (2.3/1000)	7,321 (2.2/1000)	14,287 (2.3/1000)
	up 12.9%	up 8.5%	up 10.6%

(source: UCR 1996-2003)

Crime rates have been declining in the Pioneer Valley Region since 1997, for both property and violent crimes – dropping by 30 and 45 percent respectively. In 2000 property crimes and violent crimes reached or approached a 10-year low, suggesting (according to the Pioneer Valley Planning Commission) that 'fewer people are feeling disenfranchised from their communities, safety and security are improving, and there is a stronger sense of community emerging in the region.'

The exception to this trend is a dramatic increase in the number of substance abuse cases.

### Comparable-Sized Communities – Pioneer Valley Region

Charts in Appendix 5.4 show comparable population and crime rate trends for similar-sized Pioneer Valley communities:

Agawam	28,400
Amherst	34,400
Holyoke	39,900
Ludlow	21,700
West Springfield	28,000
Westfield	40,300

In these communities the downward trend in crime rates that has been evident across the country since the early 1990s appears to be slowing or reversing

### New England Cities

For cities in New England (CT, MA, ME, NH, RI, VT), ranging in size from 10,000 to 50,000, the ratio of police officers and total law enforcement employees has kept pace with population since 1995. There has been no significant change in the ratios, and ratios are very similar for the smaller and larger city groups (source: UCR Reports 1995, 2000, 2002, Tables 70, 71).

			Employees/1,000	Officers/1,000
2002	Group VI	25,000 to 49,999	2.3	1.9
	Group V	10,000 to 24,999	2.2	1.8
2000	Group VI	25,000 to 49,999	2.3	1.9
	Group V	10,000 to 24,999	2.2	1.8
1995	Group VI	25,000 to 49,999	2.2	1.9
	Group V	10,000 to 24,999	2.2	1.8
Northampton 2003 <sup>1</sup> 29,000		2.3	2.1	

The Northampton Police Department has slightly more municipal police officers for its resident population than the New England average for similar-sized cities, however there are several factors unique to Northampton to which this can be attributed, not least of which are the high student population in the area, the number of events and the city's popularity with visitors, and other issues.

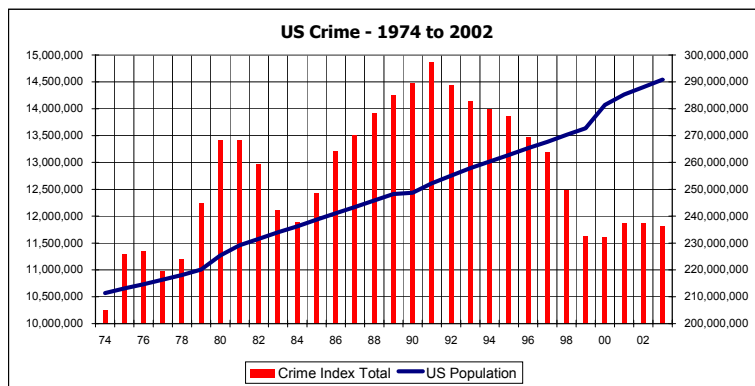
Amherst, for example, has over 100 police officers in two university police departments, a resource not available to Northampton. Other communities do not have the visitors and activities that Northampton does. Northampton's policing needs are unique in the area, and must grow to meet future needs. The planning of the new building covered in the following sections is based on a reasonable projected level of growth over the next 25 to 30 years.

<sup>1</sup> Based on 2001 UCR figures, 60 sworn + 6 civilian – may vary from actual 2003 sworn & total staff.

### 2.2.9 – Crime Rates across the United States

In the United States as a whole, and in the regional statistics presented in this report, the downward trend in crime rates that has been evident since the early 1990s appears to be slowing or reversing (see graph below, full statistics are included in Appendix 5.4.#). This is true for the US, for the New England Area, and is evident in the trend lines for the selected Pioneer Valley communities.

Crime rates in the United States reached a peak in 1991, and between that date and 2000 fell consistently. 2001 and 2002 UCR figures indicate this downward trend has stopped. The 2001 rate was up 2.3 percent over the 2000 low. The figures for 2002 are almost identical in terms of the number of crimes. In terms of the ratio to population the crime rate is actually lower than in 2000 (Ref: Appendix 5.4.# - Crime Rates in the United States).



Comment:

The crime rate across the United States fell consistently between 1991 and 1999. This trend flattened out in 2000, and UCR statistics from 2001 to 2002 show a modest increase, which dips again in 2003. Time will tell if this is a reversal of the downward trend of the 1990s (repeating a similar increase in the early 1980s) or a temporary blip.

It would be imprudent to base future police service levels, staffing and space requirements on a continuation of the downward trend seen over the past ten or twelve years (and in any case the trend in Northampton is very different, based on a number of factors that make Northampton unique). There was a similar peak in 1980/1981 and a fall in crime rates until 1984 – then rates climbed dramatically until the 1991 peak. Recent UCR statistics may presage a similar reversal.

### 2.2.10 – Police Service Projections

While future service levels and crime rates in Northampton (and elsewhere) are impossible to predict with accuracy, it is overwhelmingly evident that the trend is upwards over the long term. Nationally, recent downward trends are seen to be reversing, and the trend in Northampton has indicated an overall increase in police service levels and the need for adequate resources to contain these.

### 2.2.11 – Staffing Growth in Northampton

It is our opinion that to continue an effective pro-active community-based policing approach will require additional police officers and support staff in future. In attempting to forecast future staffing levels we have presented three calculation models. These each yield different results as described below.

1. Maintain current police/population ratio
2. Increase police/population ratio to reflect national/regional trends
3. Requirements for individual functional units

#### 1 – Maintain Current Police/Population Ratio

As there is no significant projected increase in resident population in Northampton this calculation would result in a stagnation of police staffing levels, which would not reflect the actual and perceived increase in service levels and workload, would not permit the growth or maintenance of an effective pro-active community-based policing approach, and would not reflect or support the anticipated increase of visitors and non-residents, and increased traffic levels.

We would anticipate that probably two recently de-funded positions would be reinstated at some point in the future, giving a staffing level of 66.

## 2 – Increase Police/Population Ratio to Reflect National/Regional Trends

Police-to-population ratios in similar-sized Pioneer Valley communities have increased over the past 10 to 15 years. If we use 1996 as a benchmark, or project a trend line continuing the staffing growth since 1990, we could anticipate a total staff complement somewhere in the region of 75 to 87 by 2030.

	1990	2000	2010	2020	2030
High Growth (+0.7/year)	60	66	73	80	87
Medium Growth (+0.5/year)	60	66	71	76	81
Low Growth (+0.3/year)	60	66	69	72	75

For planning purposes we would recommend planning for the medium-growth scenario (one additional staff member every two years), or a total staff of 81 by 2025/2030.

## 3 – Requirements for Individual Functional Units

Based on interviews with senior administration and representatives of the various functional units within the department the following additional staff was anticipated over the next 10 to 15 years. Predictions beyond that timeframe were difficult to make.

Anticipated Growth – 2003 to 2015/2020		Current Employees	64
101 – Office of the Chief of Police	New admin. assistant		+1
201 – Records Bureau	No increase		
202 – Community/Technical Services	No increase		
301 – Patrol Division	Additional patrol officers (12% increase)		+6
302 – Detective Bureau	Replace detective sergeant		+1
	New juvenile officer		+1
	Total Growth		+9
	Total Anticipated Staff 2015/2020		73

This represents probable growth between now and 2015/2020. If similar growth were to occur over the following 10-15 year period, total staff by 2030 could reach 82.

Additional Growth 2015/2020 to 2025/2030	+9
Total Anticipated Staff 2025/2030	82

## Conclusion, Future Police Staffing

All these projections are based on past history, perceived trends and opinions about the future policing needs of the city of Northampton. Actual future staffing numbers will depend on a number of factors – crime rates, calls for service, policing strategies and effectiveness, socio-economic conditions, court-driven legislation or practices, national security threats and responses, and city funding practices.

We feel it is prudent to plan for the future. The existing building was in use for over 40 years. Its replacement should last at least as long, and every effort should be made to ensure that this is a prudent economic investment in the city's future and safety.

Probable future staffing for 2025/2030 as calculated by the three methods are:

1. Maintain current police/population ratio (reinstate de-funded positions)	66
2. Increase police/population ratio to reflect national & regional trends	81
3. Requirements for individual functional units	82

We do not believe it would be prudent to construct a new police facility without planning for probable growth, and recommend planned accommodation for a total staff of 81 or 82 (representing a 25 to 30 percent increase over current levels).

Variations from this projection will have minimal impact on future space requirements. The new facility should be designed to be flexible, to allow the department to respond to new policing strategies and responses. Also, we believe that variation from the projected numbers is likely to be in the area of patrol staff where the only impact on space requirements will be additional locker space. Other spaces used by patrol officers will be able to accommodate modest increases without significant loss of efficiency.

#### **2.2.12 – Conclusions**

There are several factors unique to Northampton which contribute to a higher level of police staffing than comparably-sized communities in the area, including the high student population in the area, the number of events, the city's popularity with visitors, and other issues.

Amherst, for example, has over 100 police officers in two university police departments, a resource not available to Northampton. Other communities do not have the visitors and activities that Northampton does. Northampton's policing needs are unique in the area, and must grow to meet future needs.

The planning of the new building covered in the following sections is based on a reasonable projected level of growth over the next 25 to 30 years.

## **2.3 – Reference Data**

2.3.1 – Data Charts, Northampton Police Department

2.3.2 – Comparisons, Pioneer Valley Communities, Regional, National Trends

2.3.3 – Comparable Pioneer Valley Communities 2002

2.3.4 – Crime Rates in the US 1974-2002

### **Notes for Final Draft:**

- 1. 2004 statistics required from Police Department where available.**
- 2. 2003 UCR reports have been published (Nov 2004), 2003 statistics to be inserted where applicable**

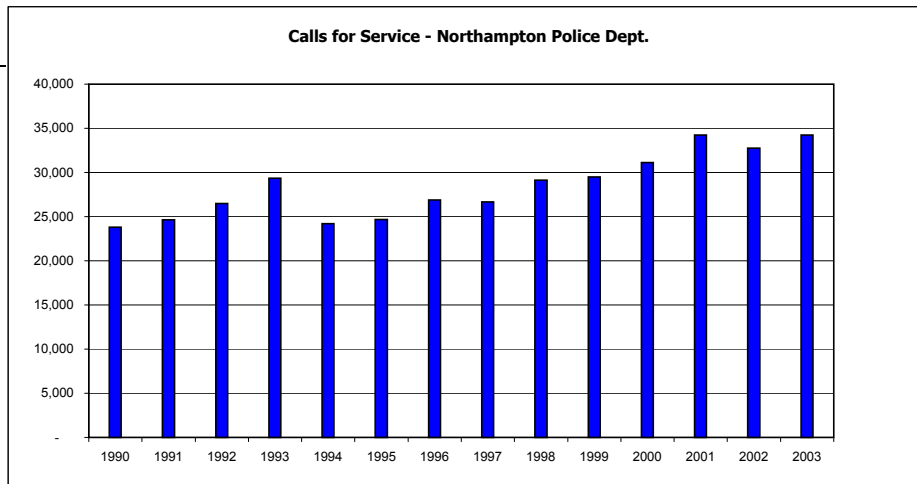


### 2.3.1 - Data Charts - Northampton Police Department

January 15, 2004

#### Calls for Service (2.2.5)

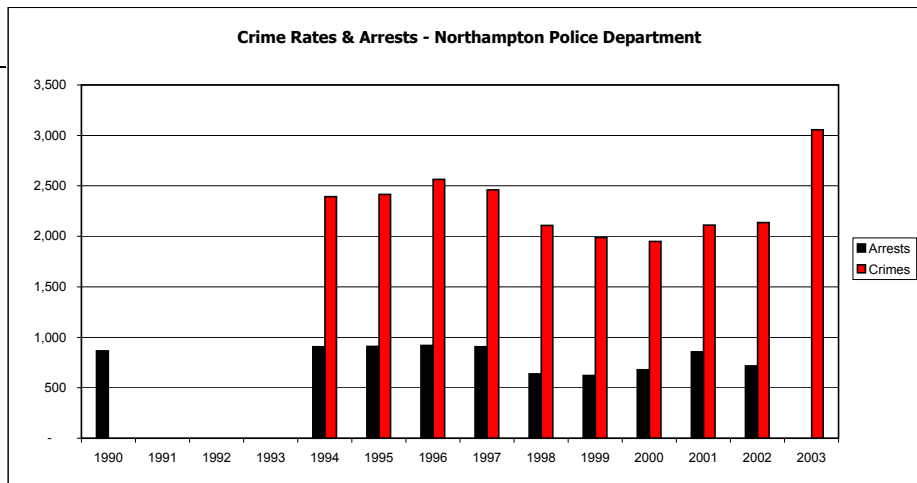
Calls for Service	
1990	23,811
1991	24,629
1992	26,503
1993	29,357
1994	24,202
1995	24,665
1996	26,889
1997	26,682
1998	29,142
1999	29,492
2000	31,108
2001	34,245
2002	32,753
2003	34,229



CFS in 2000 includes 22,362 incidents and 8,746 officer activities, prior software compiled into one total  
 CFS in 2001 includes 25,242 incidents and 9,000 officer activities  
 CFS in 2002 includes 23,753 incidents and estimated 9,000 officer activities  
 CFS in 2003 includes 25,029 incidents and estimated 9,200 officer activities  
 For comparison we have included officer activities in CFS totals for 2002, 2003

#### Crime Rates & Arrests (2.2.6)

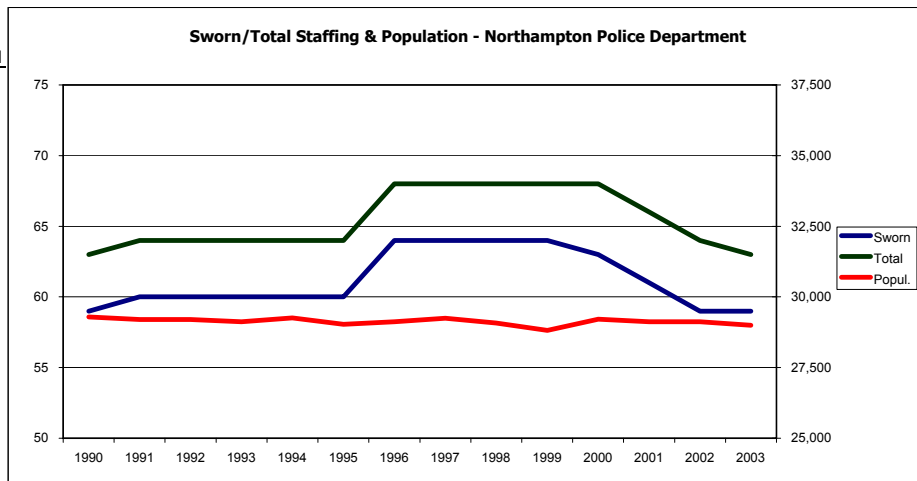
	Arrests	Crimes
1990	866	
1991		
1992		
1993		
1994	906	2392
1995	909	2415
1996	920	2564
1997	906	2459
1998	638	2109
1999	622	1988
2000	680	1950
2001	857	2112
2002	717	2137
2003		3056



Arrests in 1990 included 173 for protective custody.  
 Arrests in 1995 included 290 for protective custody (confirm from Budget FY1998)  
 Crime rates for 2003 represent 43% increase for 'top 8' applied to all crimes (to be adjusted pending final #'s)  
 Crimes include all categories except MV accidents and citations.

#### Staffing & Population (2.2.9)

	Popul.	Sworn	Total
1990	29,289	59	63
1991	29,200	60	64
1992	29,200	60	64
1993	29,120	60	64
1994	29,260	60	64
1995	29,036	60	64
1996	29,121	64	68
1997	29,245	64	68
1998	29,073	64	68
1999	28,811	64	68
2000	29,212	63	68
2001	29,116	61	66
2002	29,116	59	64
2003	29,000	59	63



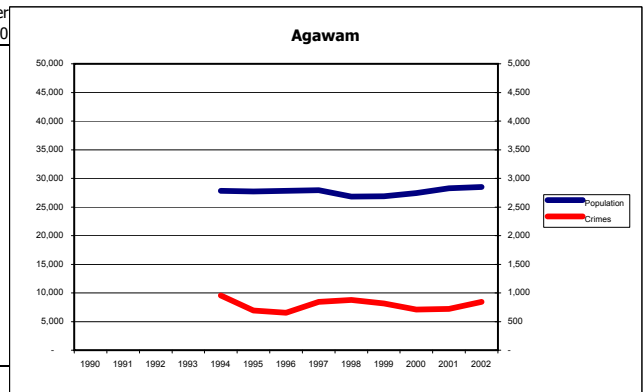
Rates per 1,000 Pop.	
Sworn	Total
2.01	2.15
2.05	2.19
2.05	2.19
2.06	2.20
2.05	2.19
2.07	2.20
2.20	2.34
2.19	2.33
2.20	2.34
2.22	2.36
2.16	2.33
2.10	2.27
2.03	2.20
2.03	2.17

Where lines cross S/P ratio = 2.0

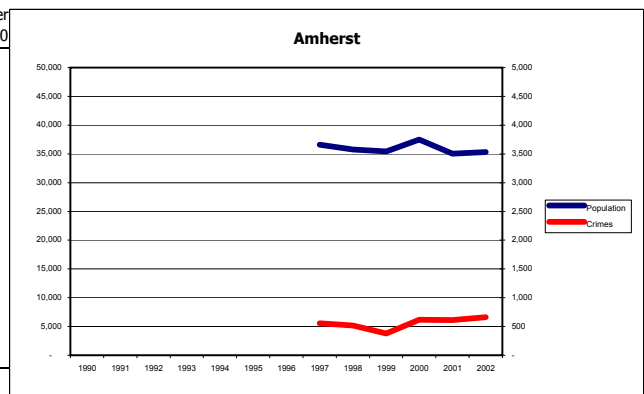
### 2.3.2 - Comparisons, Pioneer Valley Communities, Regional/National

UCR Reports - 1990 to 2002

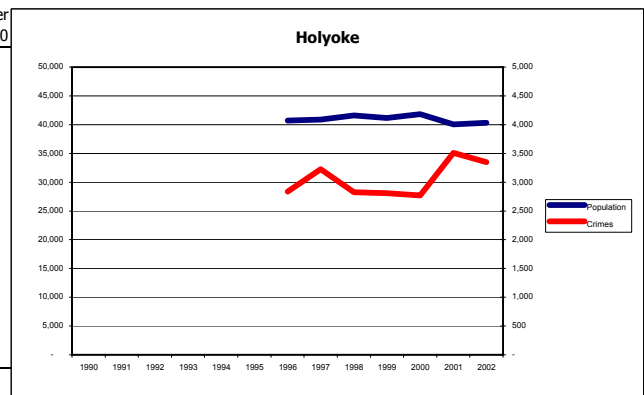
<b>Agawam</b>	Population	Police Staff	Staff per 1000	Crimes	Crimes per 100,000
1990					
1991					
1992					
1993					
1994	27,834	52	1.87	955	3,431
1995	27,722	53	1.91	693	2,500
1996	27,804	54	1.94	654	2,352
1997	27,922	52	1.86	844	3,023
1998	26,821	58	2.16	879	3,277
1999	26,860	58	2.16	814	3,031
2000	27,438	60	2.19	712	2,595
2001	28,278	58	2.05	719	2,543
2002	28,493	59	2.07	843	2,959



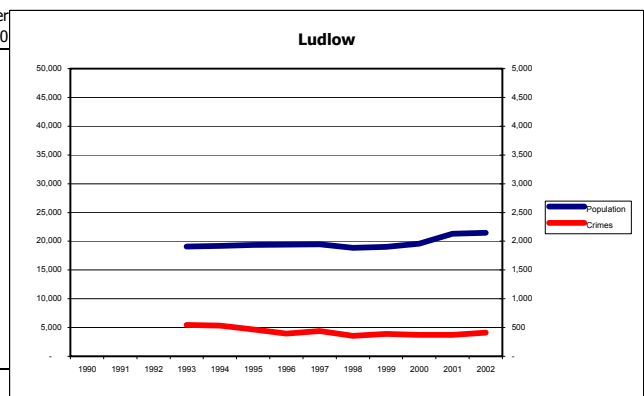
<b>Amherst</b>	Population	Police Staff	Staff per 1000	Crimes	Crimes per 100,000
1990					
1991					
1992					
1993					
1994					
1995					
1996					
1997	36,615	46	1.26	558	1,524
1998	35,756	47	1.31	516	1,443
1999	35,413	49	1.38	377	1,065
2000	37,501	55	1.47	617	1,645
2001	35,040	62	1.77	612	1,747
2002	35,306	60	1.70	663	1,878



<b>Holyoke</b>	Population	Police Staff	Staff per 1000	Crimes	Crimes per 100,000
1990					
1991					
1992					
1993					
1994					
1995					
1996	40,710	139	3.41	2,837	6,969
1997	40,883	139	3.40	3,228	7,896
1998	41,616	146	3.51	2,828	6,795
1999	41,151	140	3.40	2,810	6,829
2000	41,823	151	3.61	2,772	6,628
2001	40,028	152	3.80	3,509	8,766
2002	40,332	151	3.74	3,346	8,296



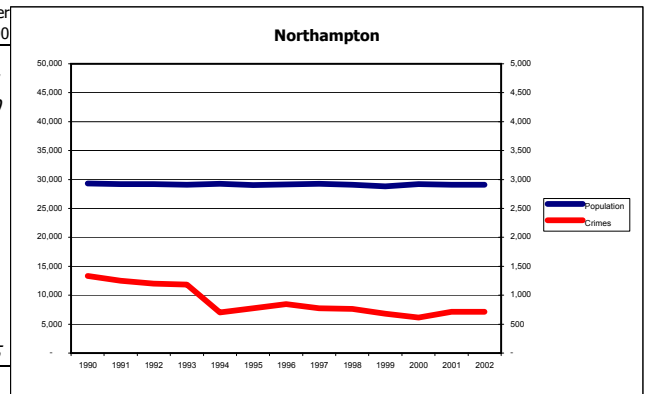
<b>Ludlow</b>	Population	Police Staff	Staff per 1000	Crimes	Crimes per 100,000
1990					
1991					
1992					
1993	19,081	32	1.68	546	2,861
1994	19,172	30	1.56	533	2,780
1995	19,329	31	1.60	468	2,421
1996	19,386	35	1.81	393	2,027
1997	19,468	34	1.75	438	2,250
1998	18,856	36	1.91	358	1,899
1999	19,043	35	1.84	390	2,048
2000	19,561	38	1.94	375	1,917
2001	21,310	39	1.83	375	1,760
2002	21,472	39	1.82	412	1,919



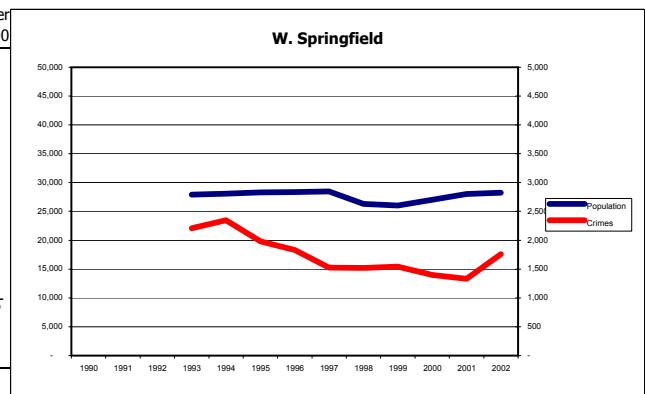
### 2.3.2 - Comparisons, Pioneer Valley Communities, Regional/National

UCR Reports - 1990 to 2002

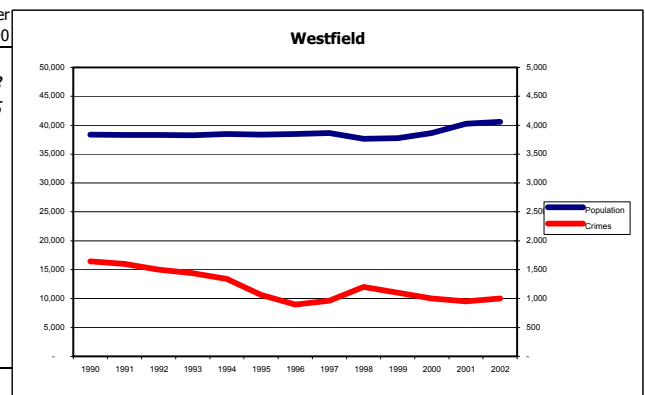
<b>Northampton</b>	Population	Police Staff	Staff per 1000	Crimes	Crimes per 100,000
1990	29,289	60	2.05	1,332	4,548
1991	29,200	60	2.05	1,250	4,281
1992	29,200	61	2.09	1,200	4,110
1993	29,120	61	2.09	1,186	4,073
1994	29,260	67	2.29	702	2,399
1995	29,036	67	2.31	775	2,669
1996	29,121	71	2.44	847	2,909
1997	29,245	67	2.29	773	2,643
1998	29,073	67	2.30	763	2,624
1999	28,811	65	2.26	680	2,360
2000	29,212	65	2.23	612	2,095
2001	29,116	66	2.27	712	2,445
2002	29,116	66	2.27	712	2,445



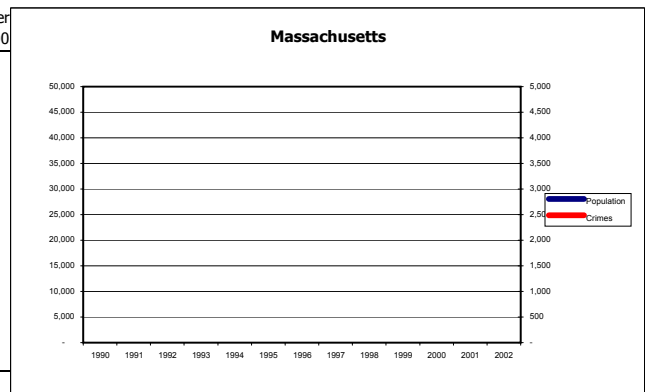
<b>W. Springfield</b>	Population	Police Staff	Staff per 1000	Crimes	Crimes per 100,000
1990					
1991					
1992					
1993	27,919	76	2.72	2,209	7,912
1994	28,053	71	2.53	2,346	8,363
1995	28,284	78	2.76	1,980	7,000
1996	28,367	88	3.10	1,832	6,458
1997	28,488	86	3.02	1,526	5,357
1998	26,290	92	3.50	1,523	5,793
1999	26,018	96	3.69	1,542	5,927
2000	27,000	93	3.44	1,400	5,185
2001	28,032	91	3.25	1,330	4,745
2002	28,245	93	3.29	1,759	6,228



<b>Westfield</b>	Population	Police Staff	Staff per 1000	Crimes	Crimes per 100,000
1990	38,372	74	1.93	1,647	4,292
1991	38,300	73	1.91	1,600	4,178
1992	38,300	72	1.88	1,500	3,916
1993	38,288	71	1.85	1,437	3,753
1994	38,472	71	1.85	1,340	3,483
1995	38,394	73	1.90	1,062	2,766
1996	38,507	76	1.97	899	2,335
1997	38,671	77	1.99	964	2,493
1998	37,679	82	2.18	1,204	3,195
1999	37,741	82	2.17	1,101	2,917
2000	38,674	86	2.22	1,000	2,586
2001	40,263	85	2.11	954	2,369
2002	40,569	84	2.07	1,000	2,465



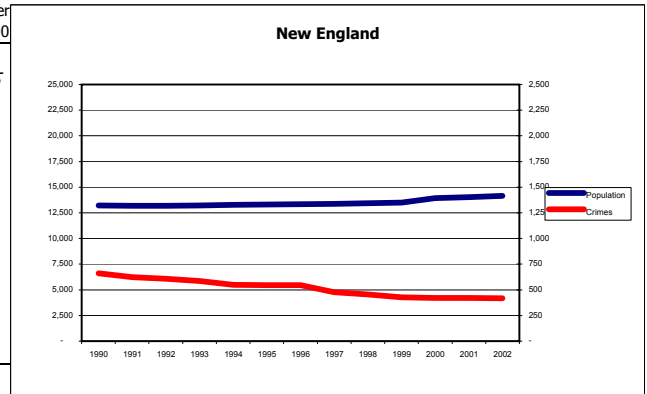
<b>Massachusetts</b>	Population	Police Staff	Staff per 1000	Crimes	Crimes per 100,000
1990		#DIV/0!			#DIV/0!
1991		#DIV/0!			#DIV/0!
1992		#DIV/0!			#DIV/0!
1993		#DIV/0!			#DIV/0!
1994		#DIV/0!			#DIV/0!
1995		#DIV/0!			#DIV/0!
1996		#DIV/0!			#DIV/0!
1997		#DIV/0!			#DIV/0!
1998		#DIV/0!			#DIV/0!
1999		#DIV/0!			#DIV/0!
2000		#DIV/0!			#DIV/0!
2001		#DIV/0!			#DIV/0!
2002		#DIV/0!			#DIV/0!



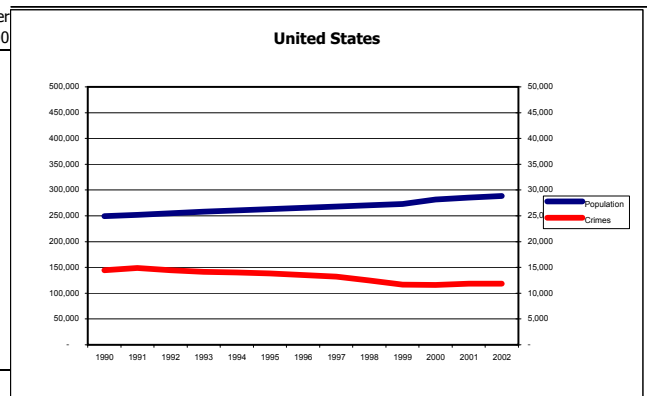
### 2.3.2 - Comparisons, Pioneer Valley Communities, Regional/National

UCR Reports - 1990 to 2002

<b>New England</b>	Population (1000s)	Crimes (1000s)	Crimes per 100,000
1990	13,207	660	4,996
1991	13,200	625	4,735
1992	13,200	609	4,614
1993	13,230	586	4,429
1994	13,270	549	4,137
1995	13,312	544	4,087
1996	13,351	544	4,075
1997	13,379	477	3,565
1998	13,429	455	3,388
1999	13,496	428	3,171
2000	13,922	420	3,017
2001	14,022	420	2,995
2002	14,144	419	2,962



<b>United States</b>	Population (1000s)	Crimes (1000s)	Crimes per 100,000
1990	249,464	14,476	5,803
1991	252,153	14,873	5,898
1992	255,029	14,438	5,661
1993	257,783	14,145	5,487
1994	260,327	13,990	5,374
1995	262,803	13,863	5,275
1996	265,229	13,494	5,088
1997	267,784	13,195	4,927
1998	270,248	12,486	4,620
1999	272,691	11,634	4,266
2000	281,482	11,608	4,124
2001	285,318	11,877	4,163
2002	288,369	11,877	4,119



### 2.3.3 - Comparable Massachusetts Communities 2002

UCR Reports - 2002 Massachusetts Cities 20,000 to 40,000

Community	Population	Police Officers	Officers per 1000	Civilians	Total Staff	Total per 1000	Crimes	Crimes per 100,000	Crimes per Officer
Acton	20,583	31	1.51	6	37	1.80	277	1,346	9
Agawam	28,493	50	1.75	9	59	2.07	843	2,959	17
Amherst	35,306	50	1.42	10	60	1.70	663	1,878	13
Andover	31,364	52	1.66	19	71	2.26	457	1,457	9
Belmont	24,494	50	2.04	4	54	2.20	197	804	4
Billerica	39,465	66	1.67	20	86	2.18	524	1,328	8
Braintree	34,247	78	2.28	9	87	2.54	1,285	3,752	16
Burlington	23,160	60	2.59	8	68	2.94	921	3,977	15
Canton	21,032	44	2.09	1	45	2.14	229	1,089	5
Chelmsford	34,278	56	1.63	15	71	2.07	552	1,610	10
Chelsea	35,515	85	2.39	16	101	2.84	1,867	5,257	22
Danvers	25,525	47	1.84	16	63	2.47	1,069	4,188	23
Dartmouth	31,046	62	2.00	24	86	2.77	1,066	3,434	17
Dedham	23,754	60	2.53	2	62	2.61	429	1,806	7
Dracut	28,916	42	1.45	5	47	1.63	419	1,449	10
Easton	22,576	30	1.33	4	34	1.51	253	1,121	8
Falmouth	33,065	65	1.97	8	73	2.21	1,122	3,393	17
Fitchburg	39,587	88	2.22	18	106	2.68	1,699	4,292	19
Franklin	29,926	46	1.54	11	57	1.90	115	384	3
Gloucester	30,648	61	1.99	4	65	2.12	738	2,408	12
Lexington	30,731	52	1.69	13	65	2.12	310	1,009	2
Ludlow	21,472	33	1.54	6	39	1.82	412	1,919	12
Mansfield	22,692	32	1.41	10	42	1.85	273	1,203	9
Marblehead	20,629	37	1.79	9	46	2.23	233	1,129	6
Marlborough	36,704	65	1.77	11	76	2.07	700	1,907	11
Marshfield	24,625	42	1.71	3	45	1.83	251	1,019	6
Melrose	27,471	49	1.78	3	52	1.89	340	1,238	7
Middleborough	20,189	42	2.08	10	52	2.58	446	2,209	11
Natick	32,569	53	1.63	14	67	2.06	776	2,383	15
Needham	29,269	49	1.67	9	58	1.98	252	861	5
North Andover	27,539	39	1.42	12	51	1.85	225	817	6
North Attleboro	27,480	49	1.78	10	59	2.15	991	3,606	20
Northampton	29,116	60	2.06	6	66	2.27	712	2,445	1
Randolph	31,347	55	1.75	1	56	1.79	803	2,562	15
Reading	24,001	38	1.58	10	48	2.00	161	671	4
Sandwich	20,385	33	1.62	1	34	1.67	315	1,545	10
Saugus	26,401	61	2.31	20	81	3.07	-	-	3
Stoughton	27,486	58	2.11	7	65	2.36	517	1,881	9
Walpole	23,107	37	1.60	6	43	1.86	268	1,160	7
Watertown	33,395	72	2.16	14	86	2.58	636	1,904	9
Wellesley	26,943	41	1.52	14	55	2.04	336	1,247	8
Westford	21,011	40	1.90	11	51	2.43	109	519	3
W. Springfield	28,245	83	2.94	10	93	3.29	1,759	6,228	21
Wilmington	21,628	45	2.08	2	47	2.17	466	2,155	10
Winchester	21,068	38	1.80	7	45	2.14	239	1,134	6
Woburn	37,720	74	1.96	6	80	2.12	922	2,444	12
Totals	1,286,203	2,400	1.87	434 15%	2,834 Civil.	2.20	27,177	2,113	11
Averages	27,961	52	1.87	9.4 15%	62 Civil.	2.20	591	2,113	11
Northampton	29,116	60	2.06	6 9%	66 Civil.	2.27	712	2,445	1

1 - 2001 UCR figures used for Northampton, 2002 not available

2 - 2000 UCR figure for Crime Index used, 2001, 2002 not available

3 - Crime index not available 2000-2002

### 2.3.4 - Comparable Pioneer Valley Communities 2002

UCR Reports - 2002 Pioneer Valley Cities 15,000 to 45,000

Community	Population	Police Officers	Officers per 1000	Civilians	Total Staff	Total per 1000	Crimes	Crimes per 100,000	Crimes per Officer
Agawam	28,493	50	1.75	9	59	2.07	843	2,959	17
Amherst	35,306	50	1.42	10	60	1.70	663	1,878	13
Easthampton	16,192	27	1.67	1	28	1.73	216	1,334	8
E. Longmeadow	14,275	30	2.10	5	35	2.45	501	3,510	17
Longmeadow	15,827	30	1.90	5	35	2.21	186	1,175	6
Ludlow	21,472	33	1.54	6	39	1.82	412	1,919	12
Northampton	29,116	60	2.06	6	66	2.27	712	2,445 <sup>1</sup>	12
S. Hadley	17,409	27	1.55	5	32	1.84	343	1,970	13
Westfield	40,569	75	1.85	9	84	2.07	-	-	-
W. Springfield	28,245	83	2.94	10	93	3.29	1,759	6,228	21
Wilbraham	13,640	29	2.13	1	30	2.20	330	2,419	11
Totals	260,544	494	1.90	67 12% Civil.	561	2.15	5,965	2,289	12
Averages	23,686	45	1.90	6.1 12% Civil.	51	2.15	542	2,289	12
Northampton	29,116	60	2.06	6 9% Civil.	66	2.27	712	2,445 <sup>1</sup>	12

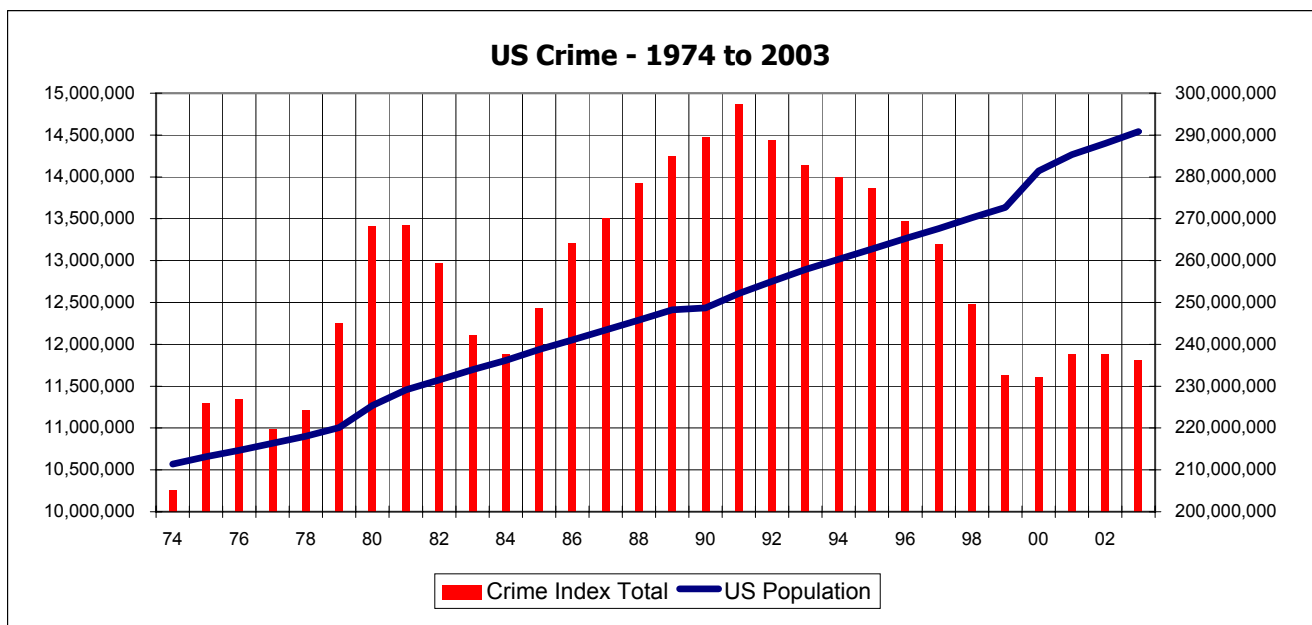
<sup>1</sup> - 2001 UCR figures used for Northampton, 2002 not available

Holyoke not included, profile too different. W. Springfield included to balance profile of smaller communities.

## 2.3.5 - Crime in the United States - 1974 to 2002

Source: UCR Reports

Year	US Population	Crime Index			Total per 100,000	Violent per 100,000	Property per 100,000
		Total	Violent Crime	Property Crime			
74	211,392,000	10,253,420	974,720	9,278,700	4,850	461	4,389
75	213,124,000	11,292,410	1,039,710	10,252,700	5,299	488	4,811
76	214,659,000	11,349,710	1,004,210	10,345,500	5,287	468	4,820
77	216,332,000	10,984,580	1,029,580	9,955,000	5,078	476	4,602
78	218,059,000	11,208,950	1,085,550	10,123,400	5,140	498	4,643
79	220,099,000	12,249,530	1,208,030	11,041,500	5,565	549	5,017
80	225,349,264	13,408,220	1,344,520	12,063,700	5,950	597	5,353
81 (peak)	229,146,000	13,423,720	1,361,820	12,061,900	5,858	594	5,264
82	231,534,000	12,974,390	1,322,390	11,652,000	5,604	571	5,033
83	233,981,000	12,108,590	1,258,090	10,850,500	5,175	538	4,637
84	236,158,000	11,881,780	1,273,280	10,608,500	5,031	539	4,492
85	238,740,000	12,431,400	1,328,800	11,102,600	5,207	557	4,650
86	241,077,000	13,211,870	1,489,170	11,722,700	5,480	618	4,863
87	243,400,000	13,508,700	1,484,000	12,024,700	5,550	610	4,940
88	245,807,000	13,923,120	1,566,220	12,356,900	5,664	637	5,027
89	248,239,000	14,251,440	1,646,040	12,605,400	5,741	663	5,078
90	248,709,873	14,475,630	1,820,130	12,655,500	5,820	732	5,088
91 (peak)	252,177,000	14,872,870	1,911,770	12,961,100	5,898	758	5,140
92	255,082,000	14,438,170	1,932,270	12,505,900	5,660	758	4,903
93	257,908,000	14,140,990	1,924,190	12,216,800	5,483	746	4,737
94	260,341,000	13,991,670	1,864,170	12,127,500	5,374	716	4,658
95	262,755,000	13,867,190	1,798,790	12,068,400	5,278	685	4,593
96	265,284,000	13,473,614	1,682,278	11,791,336	5,079	634	4,445
97	267,637,000	13,194,571	1,636,096	11,558,475	4,930	611	4,319
98	270,296,000	12,475,634	1,531,044	10,944,590	4,616	566	4,049
99	272,691,000	11,635,149	1,430,693	10,204,456	4,267	525	3,742
00	281,421,906	11,608,070	1,425,486	10,182,584	4,125	507	3,618
01	285,317,559	11,876,669	1,436,611	10,412,395	4,163	504	3,649
02	287,973,924	11,877,218	1,423,677	10,455,277	4,124	494	3,631
03	290,809,777	11,816,782	1,381,259	10,435,523	4,063	475	3,588



**Part 3 – Facility Requirements**

3.1 – Existing Facilities.....

3.2 – Space & Program Requirements.....

3.3 – Building & Site Requirements.....

3.4 – Staff & Space Schedules.....



## 3.1 – Existing Facilities

### 3.1.1 – Existing Police Department

The existing 12,000 sq.ft police building has long ceased to meet police department space needs effectively. The building is overcrowded, badly planned and working conditions do not support efficient police operations. Many functions must share small, crowded offices.

Due to lack of space the Special Services unit (DARE, Crime Prevention and Youth) is located at the nearby James House. There is no room in the existing building for internal training or community activities. As the department grows this problem will get worse.

The existing building was built in the 1960s, with a flat roof, structural steel frame, concrete mat foundation and brick masonry exterior.

The building is not designed to be expanded by adding another floor. A 1998 structural engineering report by Ryan S. Hellwig PE, while stating that it may be 'possible' to add a floor, goes on to add that much of the steel framing is not adequate – making this an impractical and not-cost-effective approach. The building would also appear to require bracing and structural reinforcement to withstand lateral earthquake loads. This would likely impact the ability to re-plan the interior of the building efficiently.



### 3.1.2 – Site & Parking

The current lot is around 25,500 square feet (0.58 acres), and accommodates the building footprint (6,000 sq.ft) and approximately 30 spaces. Primary access to the parking lot is from Center Street. A ramp leads to a lower level, giving access to garage doors in the lower level of the building. This lower section abuts a parking lot used by the courthouse on Gothic Street and acts as a secondary means of vehicle access/egress.

The existing lot (0.58 acres) is less than half that required for an efficient police facility. There is insufficient parking on site for department and personal vehicles, and the situation becomes critical at shift overlap.

### 3.1.3 – Center Street Location

Proximity to the downtown core is a benefit for police service and response. The majority of calls and most of the public contact (with residents, businesses and visitors) is in the downtown area.

The existing location is also convenient to the courthouse on Gothic Street.



### 3.1.4 – James House

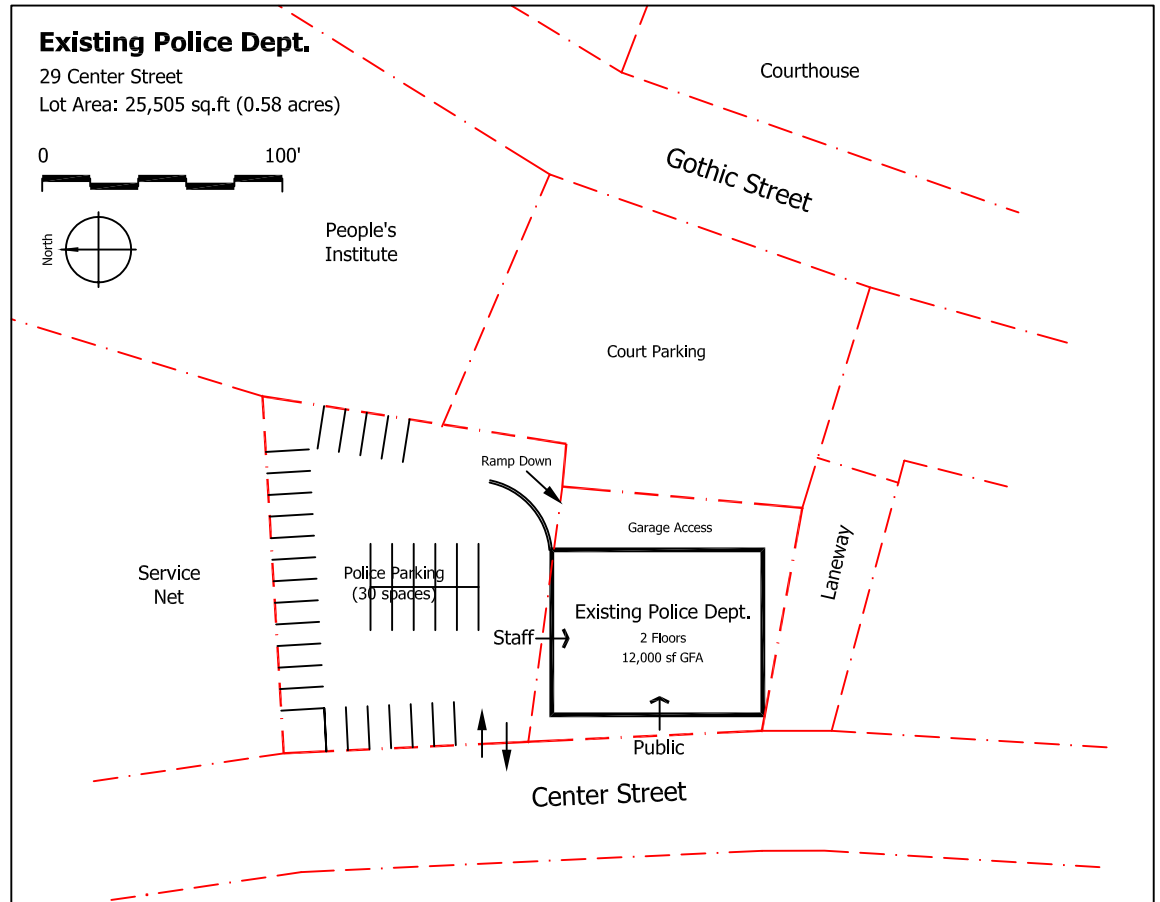
The Special Services unit (DARE, Crime Prevention and Youth) have occupied space in the James House since 1995. Due to lack of space at the Center Street location most internal training sessions and department meetings are also held there.



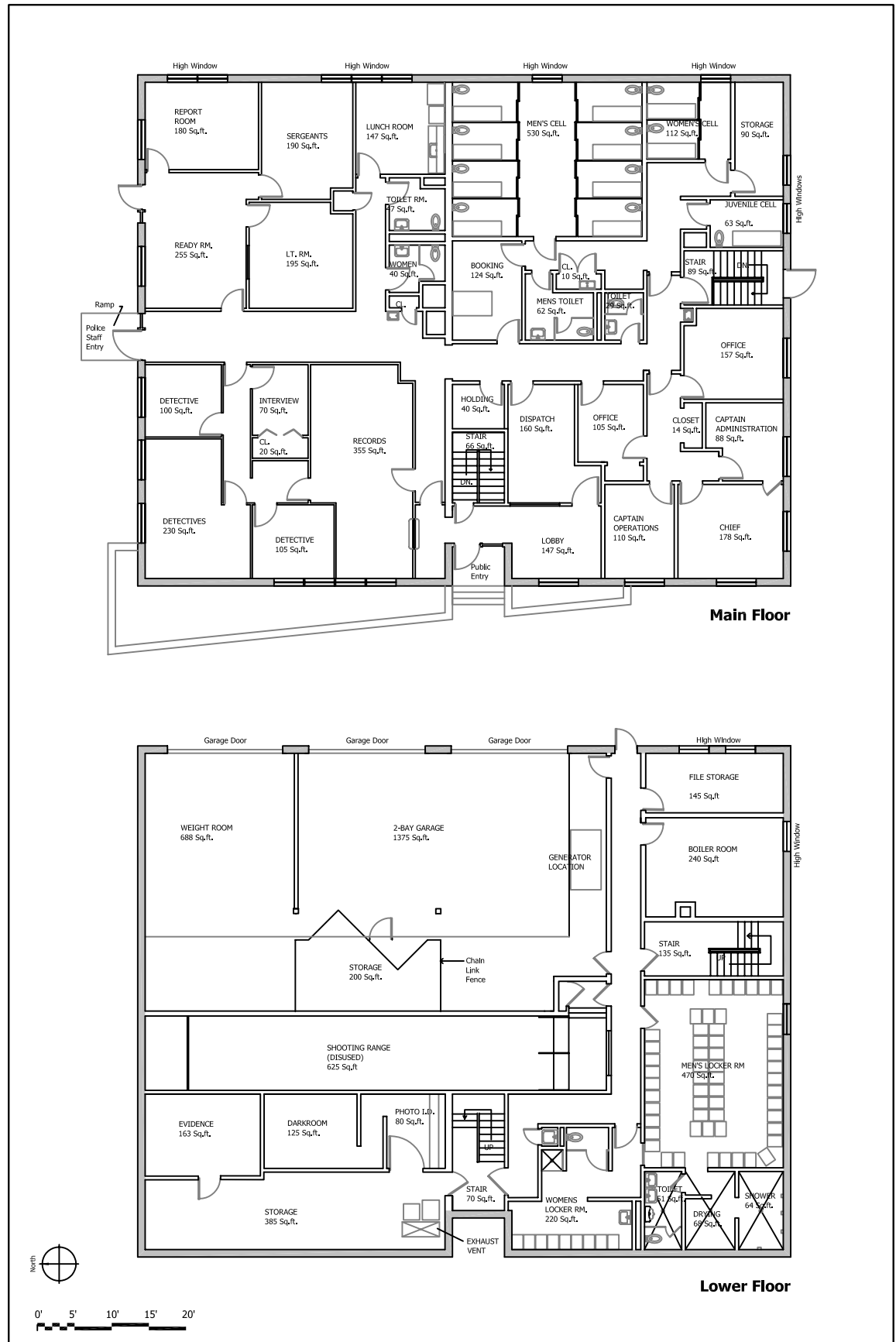
### 3.1.5 – Florence Sub-Station

The Department maintains a community substation in the community of Florence, several miles north-west of the downtown core. It is anticipated that this will remain even if a new primary police building is constructed.



**3.1.6 - Existing Site Plan**

## 3.1.7 - Existing Floorplans



## 3.2 – Space & Program Requirements

### 3.2.1 – Space & Program Requirements

Including a firing range and indoor police garage the proposed new police building will require around 31,500 gross square feet.

As can be seen from the Staff and Space tables the difference between current needs (the department with its current staff and functions) and projected future needs is very small. The areas assigned will allow the department to be flexible and to adapt to future policing strategies and modest growth. Providing the small amount of additional space for future growth will be a prudent investment and will enhance future flexibility.

### 3.2.2 – Divisions and Functional Units

Space allocated to each division will be approximately as follows. Areas are rounded, and the actual space given to each may vary depending on the final building layout and internal planning adopted during the design phase. Areas represent 'usable area' and refer to the approximate amount of space each division will occupy, including internal circulation. To determine the total gross building area (upon which cost estimates and site planning are based) a grossing factor is applied to account for major internal circulation corridors, stairs and elevators, structure and the thickness of exterior walls.

Division	Components	Usable Area
100 – Senior Administration	Chief, Captains, admin support	1,500 sq.ft
200 – Administration Division	Records, Community & Technical Services	1,200 sq.ft
300 – Operations Division	Patrol, Detectives, Forensics	5,200 sq.ft
400 – Booking/Holding	Booking, detention cells, sallyport	2,500 sq.ft
500 – Common Areas	Multipurpose room, staff amenities, lockers, storage	7,200 sq.ft
600 – Communications	Communications (future)	1,700 sq.ft
	Subtotal – Operational Areas (Usable Area)	19,200 sq.ft
700 – Indoor Firing Range	4-position 25-yard training/qualification range	3,300 sq.ft
800 – Police Garage	Police garage, storage, bicycles	3,800 sq.ft
	Total Usable Area Required	26,300 sq.ft
	Grossing Factor	1.20
	Anticipated Gross Floor Area	31,500 sq.ft

Staff and space tables listing all the spaces required for each functional unit are included in Section 3.4. (Detailed program requirements for each functional unit are [will be] included in Appendix 5.1)

#### Senior Administration

Function	Overall department administration.
Staffing	Chief of Police, Captains (2), future admin support.
Space Requirements	Offices for Chief and 2 captains, workstation for admin assistant, waiting area, confidential files (secure), conference room, resource area, storage.
Planning Considerations	Area should be secured after business hours. The conference room could be planned to be accessible to other divisions after hours for approved uses. Only screened/controlled visitors.

#### Administration Division

Function	Records & Information Services – Central records, admin support.
Staffing	Supervisor, records clerks (2), firearms officer. No anticipated growth.
Space Requirements	Offices for Supervisor, workstations for other staff and temporary staff, file space, resource/copier area, storage.

Planning Considerations	Main floor location. Public counter required, locate off public lobby with secure transaction window/counter. Provide separate counter for police staff.
Function	Community Services – Lieutenant manages CS programs.
Staffing	Technical Services – Admin support and technical support services. Lieutenant of Community Services, Technical Services Manager. No anticipated growth.
Space Requirements	Offices for CS Lieut and TS Manager, file space, resource area, storage.
Planning Considerations	Locate adjacent to Senior Administration. Proximity to Operations Division not critical.

Operations Division

Function	Patrol Division – Patrol, community-based programs, traffic enforcement, DARE and school programs.
Staffing	3 Lieutenants, 6 Sergeants, 40 police officers. Number of patrol officers, community service officers anticipated to increase. Potential separate traffic enforcement unit.
Space Requirements	Shared office for lieutenants, shared office for sergeants, ready room (briefing), report-writing room, interview room(s), equipment storage. Future small offices for traffic, DARE and other specialized functions.
Planning Considerations	Locate on main floor, in reasonable proximity to parking lot, front desk, Records and Detective Bureau. Locate in reasonable proximity to the booking area and evidence drop lockers.
Function	Detective Bureau – Investigation of criminal offenses, identifications, evidence control.
Staffing	1 Lieutenant, 1 Detective Sergeant (currently unfunded), 4 detectives and 1 court administrator. Anticipated growth includes 2 additional detectives, reinstatement of the Detective Sgt. position and addition of a Juvenile officer.
Space Requirements	Private offices for Lieut, D/Sgt, Court Administrator and future Juvenile Officer, shared office for detectives, interview rooms (including soft interview room and monitoring/recording station), secure storage and case files.
Planning Considerations	Main floor or 2 <sup>nd</sup> floor. Should be a secure suite.
Function	Forensic/Identifications – Evidence examination and processing, fingerprinting, photography, crime scene processing
Staffing	Currently handled by the Detective Bureau.
Space Requirements	Exhibit processing area, secure transfer lockers, identifications lab, photo lab, evidence storage and vaults (cash, jewelry, drugs, weapons).
Planning Considerations	Secure area, restricted access (card-reader) no exterior windows, locate in reasonable proximity to Detective Bureau and Patrol.

Booking/Holding

Function	Prisoner processing (breath/sobriety tests, fingerprinting, photography), booking and short-term detention.
Staffing	None (prisoner monitors assigned)
Space Requirements	Sallyport (prisoner transfer), booking area/holding cage, secure processing and interrogation/interview rooms, segregated detention cells (male, female, juvenile), washroom.
Planning Considerations	Locate away from public areas. Locate sallyport out of public view if possible. Restricted area (sworn officers and authorized monitoring staff only), controlled egress.

Common Areas

Function	Multipurpose Room & Shared Spaces
Space Requirements	Large room for community meetings, training, press conferences and emergency operations.
Planning Considerations	Locate off public lobby for direct (controlled/supervised) access. Provide secondary access from the police zone.
Function	Lockers, Washrooms & Staff Amenities
Staffing	None
Space Requirements	Washrooms, shower, locker rooms (24" wide lockers for officers, day-use lockers for civilian staff), staff lounge and first-aid room.
Planning Considerations	Direct access from locker to fitness room. Locate staff lounge away from senior admin and visitor areas
Function	Public-Access Areas – Primary public reception point
Space Requirements	Public lobby and washrooms
Planning Considerations	Direct access to records counter (secure) and front desk.

Communications

Function	911 calls and dispatch center
Staffing	Supervisor and civilian dispatchers (not PD staff)
Space Requirements	Communications center consoles, supervisors office, equipment room, washroom, break room
Planning Considerations	Currently located in the Fire Department. Secure location essential. No immediate proximity required to police operations, but location in the PD building will improve security, communications and incident management.

Indoor Firing Range

Function	Firearms (handguns) qualification & practice
Space Requirements	25yd firing range, gun cleaning area, armory and target/prop storage.
Planning Considerations	Locate away from administration & other occupied areas – design for appropriate sound control.

Police Garage

Function	Vehicle storage, limited maintenance, secure impound, large-item storage, bicycles, etc.
Space Requirements	Garage bays, wash/maintenance bays, large evidence storage, bicycle storage, impound garage, bicycle team area, equipment storage.
Planning Considerations	Vehicle access

**3.2.3 – Parking and Outside Areas**

Parking is required for approximately 70 vehicles accommodate current and future needs, plus 10-15 spaces for visitors.

[PROVIDE BREAKDOWN]



### 3.3 – Building & Site Requirements

#### 3.3.1 – Building Requirements

To meet the 25-year space needs of the Department a building of around 31,500 square feet is required. This includes around 23,100 square feet allocated to operational areas, and a further 8,400 square feet allocated to a 4-position 25-yard indoor firing range, garage and storage areas.

#### 3.3.2 – Building Planning and Floor Distribution

There are a number of important adjacencies within the building, as well as separations between critical functions. In general the building should be designed according to the following zones:

- Public-Access Zone – including the front desk and meeting room. It should be possible to expand this zone from time to time to include the Community/Multipurpose room without compromising security of the building. The Community/Multipurpose room and meeting room could be planned as a controlled zone only accessible to members of the public under control or by arrangement.
- Secure Police Zone – This is the main working part of the building, and must be secure and accessible to police staff only. Access is normally controlled by a programmable card-based access control system. Access from the public zone into the secure part of the building must be strictly controlled. Non-police personnel should only enter this zone under escort.
- Detention Zone – This zone includes the prisoner intake and processing areas, interview rooms and detention cells. Access into and out of this zone must be strictly controlled. According to department policy no firearms will be permitted and lockers should be provided to secure officer's weapons prior to entering the area. The booking/intake area should be connected directly to the secure prisoner sallyport garage.
- Restricted Zone – This includes areas restricted to authorized personnel only, such as the evidence/property room, identifications lab, and the communications area.

#### Floor Distribution

A police facility of this size would function well if properly planned on two or three levels. The main floor (which comprises the public-access areas and key operational components) will comprise between 40 and 70 percent of the whole, depending on the distribution of functions by floor and the number of floors. This would result in a building footprint of between 13,000 and 21,000 square feet. We have listed a number of floor distribution options that could be used on sites of different size and configuration. (Refer to the floor distribution tables in Section 3.4)

- Two floors plus basement garage
- Two floors plus a partial basement
- Two floors with no basement

In extreme cases, where the site is very restricted, the functions could be distributed differently in order to make a smaller footprint (e.g. three floors plus a basement), but this would result in some internal inefficiencies and loss of some required adjacencies.

#### 3.3.3 – Site Requirements

Ideally, to accommodate a new police building, parking and other required outdoor spaces a site of between 1.8 and 2.2 acres is required. This would accommodate visitor parking, driveways and landscaped areas.

Parking Requirements – approximately 70 spaces are required for future department and staff vehicles. Any indoor parking spaces provided can be deducted from this figure. Provide accessible parking spaces as required by code.

It would be possible to locate a new police facility on a smaller site with some compromises or loss of parking. We have illustrated a 'restricted' site option which locates a 13,000 square foot building footprint on a theoretical site of 1.2 acres. The James House lot on Gothic Street measures 48,000 square feet (1.1 acres) and could be made to work.

Refer to Part 4.0 for location and accommodation options.

### **3.3.4 – Planning Considerations**

A police building of this size would be most efficiently planned on two or three levels. Refer to 3.4.4 for floor distribution or stacking options. This will result in a building footprint of 12,000 to 18,000 square feet.

Parking – depending on land availability and other design considerations parking should ideally be provided on-grade (the least costly option). Restricted sites may require construction of a parking deck. If the opportunity exists to provide inexpensive indoor parking (e.g. in a basement area) this should be considered. Provide accessible parking spaces as required by code.

Vehicle Access & Egress – to reduce the risk of emergency vehicles being blocked in (either deliberately or accidentally) we recommend providing alternate means for police vehicles to enter and/or leave the property.

Visitor Parking – Visitor parking should be kept separate from department and staff parking, close to the public entrance. Provide accessible parking spaces as required by code.

Site Security – the site should be fenced to reduce the risk of trespass and damage to department or staff vehicles. Depending on the selected location and other issues a security gate may be required.

Zoning Issues – a number of planning and zoning issues must be considered when determining the suitability of any proposed site. Considerations should include:

- Permitted use
- Coverage & Building Height
- Setbacks & Site Planning Considerations
- Landscaping & Open Areas
- Parking requirements

Firing Range – If located near a residential area we would recommend a basement location for the range. Special acoustical design measures must be used to limit the sound transmitted to the exterior and to occupied areas of the building.

Refer to Part 4.0 for proposed location and planning options.

### **3.4 – Staff & Space Schedules**

- 3.4.1 – Staff & Space Summary
- 3.4.2 – Staff & Space Schedules
- 3.4.3 – Staff Summary
- 3.4.4 – Floor Distribution Tables

### 3.4.1 - Staff & Space Summary - Northampton Police Department

<b>100 - Senior Administration</b>					Exist	Req'd	Future
101 - Office of The Chief of Police	3	4			648	1,463	1,463
	3	4		Usable Area	648	1,463	1,463
<b>200 - Administration Division</b>					Exist	Req'd	Future
201 - Records and Information Services	4	4			370	800	800
202 - Community Services/Technical Services	2	2			157	450	450
	6	6		Usable Area	527	1,250	1,250
<b>300 - Operations Division</b>					Exist	Req'd	Future
301 - Patrol Division	49	62			865	2,490	2,490
302 - Detective Bureau	6	10			640	1,190	1,690
303 - Forensic/Identification	0	0			500	920	1,030
	55	72		Usable Area	2,005	4,600	5,210
<b>400 - Booking/Holding</b>					Exist	Req'd	Future
401 - Detention Area					1,137	1,820	1,820
402 - Prisoner Sallyport					-	630	630
				Usable Area	1,137	2,450	2,450
<b>500 - Common Areas</b>					Exist	Req'd	Future
501 - Multipurpose Room					-	1,060	1,060
502 - Shared Spaces					-	420	420
503 - Lockers and Washrooms					-	1,410	1,690
504 - Staff Amenities					-	770	770
505 - Public Access Areas					-	950	950
506 - Service & Storage Areas					-	2,050	2,260
				Usable Area	-	6,660	7,150
<b>600 - Communications Center</b>					Exist	Req'd	Future
601 - Communications					-	1,690	1,690
				Usable Area	-	1,690	1,690
<b>Staff &amp; Space Requirements (100 to 600)</b>					Exist	Req'd	Future
Staff Total excludes Outside Agencies	64	82	28% Growth	Subtotal - Usable Area	4,317	18,113	19,213
				Grossing Factor		1.20	1.20
				GFA Excluding Garage & Range		21,700	23,100
				Space/Person excl. Garage/Range		339	282
<b>700 - Indoor Firing Range</b>					Exist	Req'd	Future
701 - Firing Range					-	3,280	3,280
				Usable Area	-	3,280	3,280
<b>800 - Indoor Vehicle &amp; Storage</b>					Exist	Req'd	Future
801 - Police Garage					-	3,780	3,780
				Usable Area	-	3,780	3,780
<b>Total Staff &amp; Space Requirements</b>					Exist	Req'd	Future
Staff Total excludes Outside Agencies	64	82	28% Growth	Subtotal - Usable Area	4,317	25,173	26,273
				Grossing Factor		1.20	1.20
				Total Gross Floor Area		30,200	31,500
				GFA Excluding Garage		25,700	27,000
				GFA Excluding Range		26,300	27,600
				GFA Excluding Garage & Range		21,700	23,000
				Space/Person (all areas)		472	384
				Space/Person excl. Garage		402	329
				Space/Person excl. Garage/Range		339	280

## 100 - Senior Administration

			Space Type	Number of Spaces			Space Size			Area Allocated				
	Current	Future		Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future		
Chief of Police	1	1	Office	1	1	1	178	225	225	178	225	225		
Captain - Administration	1	1	Office	1	1	1	88	180	180	88	180	180		
Captain - Operations	1	1	Office	1	1	1	110	180	180	110	180	180		
Admin. Assistant (1)	0	1	Change/Washroom		1	1		120	120	-	120	120		
			Waiting Area		1	1		60	60	-	60	60		
			Conference Room (2)		1	1		225	225	-	225	225		
			Workstation	1	1	1	105	80	80	105	80	80		
			Confidential Files		1	1		40	40	-	40	40		
			Resource Area		1	1		20	20	-	20	20		
			Copier/Printer		1	1		20	20	-	20	20		
			Storage Cabinet	1	1	1	14	20	20	14	20	20		
							Subtotal - Net Area			495	1,170	1,170		
							Internal Circulation			1.31	1.25	1.25		
							Subtotal - Usable Area			648	1,463	1,463		

## 201 - Records and Information Services

			Space Type	Number of Spaces			Space Size			Area Allocated		
	Current	Future		Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
Supervisor	1	1	(Wkstrn) Office	1	1	1	56	120	120	56	120	120
Clerk	2	2	Workstation	2	2	2	56	80	80	112	160	160
Firearms Officer	1	1	Workstation		1	1		80	80	-	80	80
Student Interns			Workstation		1	1		60	60	-	60	60
			Central Files (2)	1	1	1	55	108	108	55	108	108
			Resource	1	1	1	24	20	20	24	20	20
			Copy Station (1)		1	1		40	40	-	40	40
			Storage	1	1	1	12	25	25	12	25	25
			Counter	1	1	1	15	25	25	15	25	25
	4	4					Subtotal - Net Area			274	638	638
							Internal Circulation			1.35	1.25	1.25
							Subtotal - Usable Area			370	800	800

			Space Type	Number of Spaces			Space Size			Area Allocated		
	Current	Future		Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
C.S. Lieutenant Manager	1	1	(Wkstn) Office	1	1	1	56	150	150	56	150	150
	1	1	(Wkstn) Office	1	1	1	56	150	150	56	150	150
			Files	1	1	1	28	20	20	28	20	20
			Resource Area		1	1		20	20	-	20	20
			Storage		1	1		20	20	-	20	20
	2	2					Subtotal - Net Area			140	360	360
							Internal Circulation			1.12	1.25	1.25
						Subtotal - Usable Area			157	450	450	

### 3.4.2 - Staff & Space Schedules - Northampton Police Department

#### 300 - Operations Division

##### 301 - Patrol Division

	Current	Future	Space Type	Number of Spaces			Space Size			Area Allocated		
				Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
Lieutenants	3	3	Shared Office	1	1	1	195	360	360	195	360	360
Patrol Supervisors	6	6	Shared Office	1	1	1	190	360	360	190	360	360
Patrol Officers	39	47	Ready Room	1	1	1	255	400	400	255	400	400
			Reports/Mail	1	1	1	180	225	225	180	225	225
			Interview Room		2	2		80	80	-	160	160
			Resource		1	1		20	20	-	20	20
DARE/FTO/Traffic/Special (1)	1	6	Small Office		3	3		102	102	-	306	306
Animal Control Officer			Workstation		1	1		80	80	-	80	80
			Equipment Storage		1	1		80	80	-	80	80
	49	62								820	1,991	1,991
										1.05	1.25	1.25
										865	2,490	2,490

1 - DARE Officer currently working out of James House.

##### 302 - Detective Bureau

	Current	Future	Space Type	Number of Spaces			Space Size			Area Allocated		
				Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
Lieutenant	1	1	Office	1	1	1	105	150	150	105	150	150
Detective Sergeant		1	Office			1		120	120	-	-	120
Detectives	4	6	Workstation	4	4	6	40	80	80	160	320	480
Court Administrator	1	1	Office	1	1	1	40	120	120	40	120	120
Juvenile Officer		1	Office			1			120	-	-	120
			Interview Room	1	1	1	70	80	80	70	80	80
			Soft Interview		1	1		120	120	-	120	120
			Video/Observation		1	1		100	100	-	100	100
			Bureau Files		1	1		20	20	-	20	20
			Resource Area		1	1		20	20	-	20	20
			Secure Storage		1	1		20	20	-	20	20
	6	10								375	950	1,350
										1.71	1.25	1.25
										640	1,190	1,690

##### 303 - Forensic/Identification

	Space Type	Number of Spaces			Space Size			Area Allocated		
		Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
	Exhibit Processing		1	1		50	50	-	50	50
	Drying Cabinets (2)	1	1	1	36	30	30	36	30	30
	Evidence Storage	1	1	1	163	300	400	140	300	400
	Vault		2	2		40	40	-	80	80
	Identification Lab.	1	1	1		150	150	-	150	150
	Fuming/Dusting	1	1	1	70	80	80	70	80	80
	Photo Lab	1	1	1	234	150	150	234	150	150
								480	840	940
								1.04	1.10	1.10
								500	920	1,030

#### 400 - Booking/Holding

##### 401 - Detention Area

	Space Type	Number of Spaces			Space Size			Area Allocated		
		Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
	Booking/Monitoring	1	1	1	124	200	200	124	200	200
	Holding Room		1	1		100	100	-	100	100
	Breath/Photo		1	1		120	120	-	120	120
	Prisoner Property		1	1		20	20	-	20	20
	Storage		1	1		20	20	-	20	20
	Male Cells	8	6	6	45	60	60	360	360	360
	Female Cells	2	2	2	45	60	60	90	120	120
	Juvenile Holding	1	2	2	63	60	60	63	120	120
	Prisoner/Visitor Room		1	1		75	75	-	75	75
	Interrogation Room		1	1		100	100	-	100	100
	Washroom		1	1		70	70	-	70	70
	Janitor		1	1		40	40	-	40	40
								637	1,345	1,345
								1.78	1.35	1.35
								1,137	1,820	1,820

##### 402 - Prisoner Sallyport

	Space Type	Number of Spaces			Space Size			Area Allocated		
		Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
	Sallyport 20' x 30' (1)		1	1		600	600	-	600	600
								-	600	600
								1.05	1.05	1.05
								630	630	630

### 3.4.2 - Staff & Space Schedules - Northampton Police Department

#### 500 - Common Areas

##### 501 - Multipurpose Room

Space Type	Number of Spaces			Space Size			Area Allocated		
	Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
Multipurpose Room		1	1		900	900	-	900	900
Storage		1	1		60	60	-	60	60
Subtotal - Net Area							-	960	960
Internal Circulation								1.10	1.10
Subtotal - Usable Area								1,060	1,060

##### 502 - Shared Spaces

Space Type	Number of Spaces			Space Size			Area Allocated		
	Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
Copy Station	1	1	1	48	60	60	48	60	60
Law Library/Project		1	1		225	225	-	225	225
Computer/Server Rm	1	1	1		100	100	-	100	100
Subtotal - Net Area							48	385	385
Internal Circulation								1.10	1.10
Subtotal - Usable Area								420	420

##### 503 - Lockers and Washrooms

Space Type	Number of Spaces			Space Size			Area Allocated		
	Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
Men's Locker Area	1	1	1	470	648	768	470	648	768
Men's Washroom	1	1	1	51	150	150	51	150	150
Men's Showers	1	1	1	132	150	150	132	150	150
Women's Locker Area	1	1	1	104	120	240	104	120	240
Women's Washroom	1	1	1	60	100	100	60	100	100
Women's Showers	1	1	1	28	60	60	28	60	60
Subtotal - Net Area							845	1,228	1,468
Internal Circulation								1.15	1.15
Subtotal - Usable Area								1,410	1,690

##### 504 - Staff Amenities

Space Type	Number of Spaces			Space Size			Area Allocated		
	Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
Break Room	1	1	1	147	200	200	147	200	200
First Aid Room		1	1		100	100	-	100	100
Fitness Room	1	1	1	688	400	400	688	400	400
Subtotal - Net Area							835	700	700
Internal Circulation								1.10	1.10
Subtotal - Usable Area								770	770

##### 505 - Public Access Areas

Space Type	Number of Spaces			Space Size			Area Allocated		
	Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
Front Desk	1	1	1	160	200	200	160	200	200
Vestibule		1	1		80	80	-	80	80
Entrance Lobby	1	1	1	207	240	240	207	240	240
Report Station		1	1		24	24	-	24	24
Public Washroom		2	2		70	70	-	140	140
Meeting Room (1)		1	1		180	180	-	180	180
Subtotal - Net Area							367	864	864
Internal Circulation								1.10	1.10
Subtotal - Usable Area								950	950

1 - Meeting room accessible from Public side and Police side. Include F/P station, camera.

##### 506 - Service & Storage Areas

Space Type	Number of Spaces			Space Size			Area Allocated		
	Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
Generator Area		1	1		150	150	-	150	150
Mechanical Room	1	1	1	240	400	400	240	400	400
Water Service		1	1		100	100	-	100	100
Electrical room		1	1		120	120	-	120	120
Telecom Room		1	1		120	120	-	120	120
Storage A	1	2	2	90	100	100	90	200	200
Storage B (files)	1	1	1	145	200	200	145	200	200
Storage C	1	2	3	270	200	200	270	400	600
Maintenance	0	1	1		100	100	-	100	100
Janitor		2	2		80	80	-	160	160
Subtotal - Net Area							745	1,950	2,150
Internal Circulation								1.05	1.05
Subtotal - Usable Area								2,050	2,260

### 3.4.2 - Staff & Space Schedules - Northampton Police Department

#### 600 - Communications Center

##### 601 - Communications

Space Type	Number of Spaces			Space Size			Area Allocated		
	Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
Communications	1	1	1	700	900	900	700	900	900
Supervisor	1	1	1	120	120	120	120	120	120
Equipment	1	1	1	150	200	200	150	200	200
Lockers	1	1	1	50	80	80	50	80	80
Washroom	1	1	1	50	70	70	50	70	70
Break Room	1	1	1	100	100	100	100	100	100
Subtotal - Net Area							1,170	1,470	1,470
Internal Circulation								1.15	1.15
Subtotal - Usable Area								1,690	1,690

#### 700 - Indoor Firing Range

##### 701 - Firing Range

Space Type	Number of Spaces			Space Size			Area Allocated		
	Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
Firing Range (4 pos.)	1	1	1	625	2,800	2,800	625	2,800	2,800
Armory		1	1		120	120	-	120	120
Weapons Cleaning		1	1		80	80	-	80	80
Storage		1	1		120	120	-	120	120
Subtotal - Net Area							625	3,120	3,120
Internal Circulation								1.05	1.05
Subtotal - Usable Area								3,280	3,280

#### 800 - Indoor Vehicle & Storage

##### 801 - Police Garage

Space Type	Number of Spaces			Space Size			Area Allocated		
	Exist	Req'd	Future	Exist	Req'd	Future	Exist	Req'd	Future
Garage Bays (2)	2	4	4	680	450	450	1,360	1,800	1,800
Wash/Maint Bay		1	1		600	600	-	600	600
Impound Garage		1	1		600	600	-	600	600
Large Evidence (1)	1	1	1	200	240	240	200	240	240
Bicycle Storage		1	1		240	240	-	240	240
Bicycle Team		1	1		120	120	-	120	120
Subtotal - Net Area							1,560	3,600	3,600
Internal Circulation								1.05	1.05
Subtotal - Usable Area								3,780	3,780

1 - Current large evidence includes approx. 60sf temporary evid. storage.

2 - Include tire storage racks, etc.



### 3.4.3 - Staff Summary - Northampton Police Department (Nov 2003)

		Male Sworn	Female Sworn	Total Sworn	Male Non-Sworn	Female Non-Sworn	Total Non-Sworn	Totals
<b>100 - Senior Administration</b>								
Chief of Police	Sienkiewicz, R.	1						
Captain, Administration	Koncas, J.	1						
Captain, Operations	Wall, M.	1						
Admin. Assistant (vacant)								
		3	0	3	0	0	0	3
<b>200 - Administration Division</b>								
<b>201 - Records and Information Services</b>								
Supervisor	Elmes, H.					1		
Records Clerk	Hounshell, J.					1		
Records Clerk	Grandonico, M.					1		
Firearms Clerk (part-time)	Pitts, K.					1		
<b>202 - Community Services/Technical Services</b>								
Lieutenant	Rust, B.	1						
DARE Officer	St.Onge, A.	1						
School Resource Officer (vacant)								
Tech Services Manager	Zawadski, E.					1		
		2	0	2	0	5	5	7
<b>300 - Operations Division</b>								
<b>301 - Patrol Division</b>								
Lieutenant - 7-3	Dunn, R.	1						
Sergeant	Trushaw, A.	1						
Sergeant	Watson, K.	1						
Officer	Bruneau, C.	1						
Officer	Burlingame, R.		1					
Officer	Dombrowski, D.	1						
Officer	Duso, L.		1					
Officer	Farrell, S.		1					
Officer	Jiminez, G.	1						
Officer	Kandrotas, J.	1						
Officer	Luce, G.	1						
Officer	Moriarty, R.	1						
Officer	Powers, R.	1						
Officer	Ustaitis, J.	1						
Officer	Wigmore, P.	1						
Officer	Rodriguez, P.	1						
Lieutenant - 3-11	Patenaude, M.	1						
Sergeant	Savino, S.	1						
Sergeant	Clayton, D.		1					
Officer	Allard, M.	1						
Officer	Borowski, A.	1						
Officer	Cartledge, J.	1						
Officer	DiGiammo, S.	1						
Officer	Kirouac, C.	1						
Officer	Lebron, C.	1						
Officer	McCarthy, J.	1						
Officer	Moraski, D.	1						
Officer	Netto, D.	1						
Officer	Nichols, D.	1						
Officer	Sharac, P.	1						
Officer	Smigielski, M.	1						
Officer	Von Dauber, J.	1						
Lieutenant - 11-7	Rogalski, R.	1						
Sergeant	Callahan, D.	1						
Sergeant	McMahon, A.	1						
Officer	Berrios-Torres, J.	1						
Officer	Clewley, A.	1						
Officer	Cooper, E.	1						
Officer	Dejordy, D.	1						
Officer	Dobson, D.	1						
Officer	Edler, C.	1						
Officer	Goulet, R.	1						
Officer	Laizer, S.	1						
Officer	Richardson, J.	1						
Officer	Robinson, C.	1						
Officer	Simpson, M.	1						
Officer	Superba, S.	1						
Officer	Tripp, D.	1						
<b>302 - Detective Bureau</b>								
Lieutenant	Patenaude, K.	1						
D/Sergeant (vacant)								
Detective	Fappiano, P.	1						
Detective	Garvey, P.	1						
Detective	Kasper, J.		1					
Detective/Court Admin.	Speer, L.		1					
Detective	Vitkus, D.	1						
		48	6	54	0	0	0	54
<b>Staff Summary</b>								
Staff Total excludes Outside Agencies		53	6	59	0	5	5	64

### 3.4.4 - Floor Distribution Options - Northampton Police Department

#### Option A - Three Floors (2 + Bsmt Garage)

	Lower Floor	Main Floor	Upper Floor	Total UA
101 - Office of The Chief of Police			1,463	1,463
201 - Records and Information Services		800		800
202 - Community Services/Technical Services			450	450
301 - Patrol Division		2,490		2,490
302 - Detective Bureau		1,690		1,690
303 - Forensic/Identification	1,030			1,030
401 - Detention Area		1,820		1,820
402 - Prisoner Sallyport		630		630
501 - Multipurpose Room		1,060		1,060
502 - Shared Spaces		420		420
503 - Lockers and Washrooms	1,690			1,690
504 - Staff Amenities		770		770
505 - Public Access Areas		950		950
506 - Service & Storage Areas	1,560	700		2,260
601 - Communications			1,690	1,690
701 - Firing Range	3,280			3,280
801 - Police Garage	3,780			3,780
Total Usable Area	11,340	11,330	3,603	26,273
Grossing Factor	1.20	1.20	1.20	1.20
Total Gross Floor Area	13,600	13,600	4,300	31,500

2	4,300
1	13,600
B	13,600

Diagrammatic Section

#### Option A1 - Three Floors (2 + Partial Bsmt)

	Lower Floor	Main Floor	Upper Floor	Total UA
101 - Office of The Chief of Police			1,463	1,463
201 - Records and Information Services		800		800
202 - Community Services/Technical Services			450	450
301 - Patrol Division		2,490		2,490
302 - Detective Bureau			1,690	1,690
303 - Forensic/Identification			1,030	1,030
401 - Detention Area		1,820		1,820
402 - Prisoner Sallyport		630		630
501 - Multipurpose Room		1,060		1,060
502 - Shared Spaces			420	420
503 - Lockers and Washrooms	1,690			1,690
504 - Staff Amenities			770	770
505 - Public Access Areas		950		950
506 - Service & Storage Areas	2,260			2,260
601 - Communications			1,690	1,690
701 - Firing Range	3,280			3,280
801 - Police Garage		3,780		3,780
Total Usable Area	7,230	11,530	7,513	26,273
Grossing Factor	1.20	1.20	1.20	1.20
Total Gross Floor Area	8,700	13,800	9,000	31,500

2	9,000
1	13,800
B	8,700

Diagrammatic Section

#### Option A2- Three Floors (2 + Partial Bsmt)

	Lower Floor	Main Floor	Upper Floor	Total UA
101 - Office of The Chief of Police			1,463	1,463
201 - Records and Information Services		800		800
202 - Community Services/Technical Services			450	450
301 - Patrol Division		2,490		2,490
302 - Detective Bureau		1,690		1,690
303 - Forensic/Identification		1,030		1,030
401 - Detention Area		1,820		1,820
402 - Prisoner Sallyport		630		630
501 - Multipurpose Room		1,060		1,060
502 - Shared Spaces			420	420
503 - Lockers and Washrooms			1,690	1,690
504 - Staff Amenities			770	770
505 - Public Access Areas		950		950
506 - Service & Storage Areas	860	1,400		2,260
601 - Communications			1,690	1,690
701 - Firing Range	3,280			3,280
801 - Police Garage	3,780			3,780
Total Usable Area	7,920	11,870	6,483	26,273
Grossing Factor	1.20	1.20	1.20	1.20
Total Gross Floor Area	9,500	14,200	7,800	31,500

2	7,800
1	14,200
B	9,500

Diagrammatic Section

### 3.4.4 - Floor Distribution Options - Northampton Police Department

#### Option A3- Three Floors (2 + Partial Bsmt)

	Lower Floor	Main Floor	Upper Floor	Total UA
101 - Office of The Chief of Police			1,463	1,463
201 - Records and Information Services		800		800
202 - Community Services/Technical Services			450	450
301 - Patrol Division		2,490		2,490
302 - Detective Bureau			1,690	1,690
303 - Forensic/Identification			1,030	1,030
401 - Detention Area		1,820		1,820
402 - Prisoner Sallyport		630		630
501 - Multipurpose Room			1,060	1,060
502 - Shared Spaces			420	420
503 - Lockers and Washrooms	1,690			-
504 - Staff Amenities			770	770
505 - Public Access Areas		950		950
506 - Service & Storage Areas	2,260			2,260
601 - Communications			1,690	1,690
701 - Firing Range		3,280		3,280
801 - Police Garage	3,780			-
Total Usable Area	7,730	9,970	8,573	20,803
Grossing Factor	1.20	1.20	1.20	1.20
Total Gross Floor Area	9,300	12,000	10,300	25,000

2	10,300
1	12,000
B	9,300

Diagrammatic Section

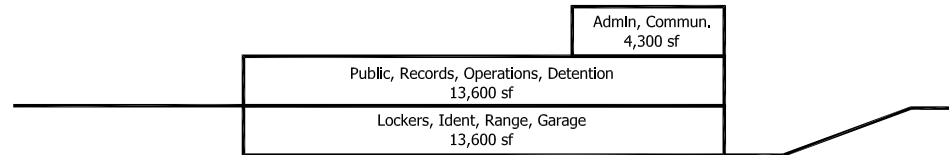
#### Option B - Two Floors

	Main Floor	Upper Floor	Total UA
101 - Office of The Chief of Police		1,463	1,463
201 - Records and Information Services	800		800
202 - Community Services/Technical Services		450	450
301 - Patrol Division	2,490		2,490
302 - Detective Bureau		1,690	1,690
303 - Forensic/Identification		1,030	1,030
401 - Detention Area	1,820		1,820
402 - Prisoner Sallyport	630		630
501 - Multipurpose Room	1,060		1,060
502 - Shared Spaces	420		420
503 - Lockers and Washrooms		1,690	1,690
504 - Staff Amenities		770	770
505 - Public Access Areas	950		950
506 - Service & Storage Areas		2,260	2,260
601 - Communications		1,690	1,690
701 - Firing Range	3,280		3,280
801 - Police Garage	3,780		3,780
Total Usable Area	15,230	11,043	26,273
Grossing Factor	1.20	1.20	1.20
Total Gross Floor Area	18,300	13,300	31,500

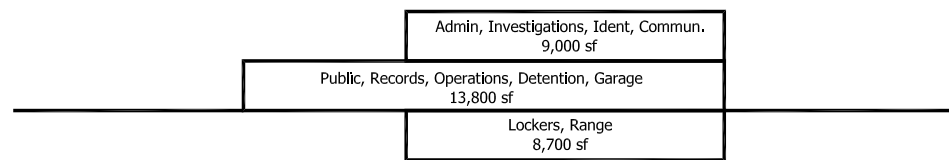
2	13,300
1	18,300

Diagrammatic Section

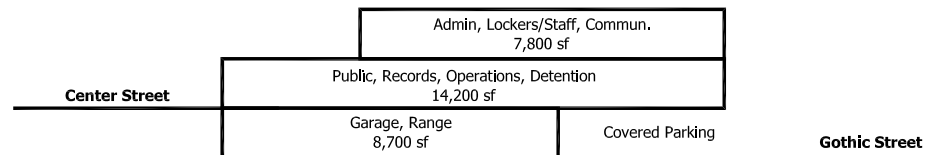
Options: Move DB to upper floor, move M/P to upper floor (if required to keep footprint small)  
Options: Keep small basement for range?

**3.4.5 - Floor Distribution Options**

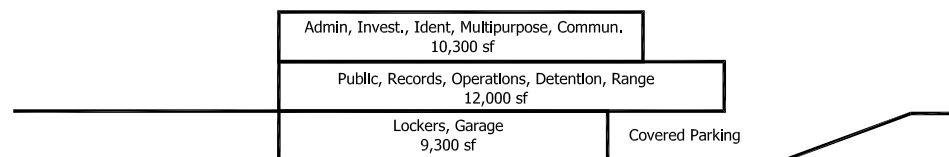
**Option A**  
2 Floors + Bsmt



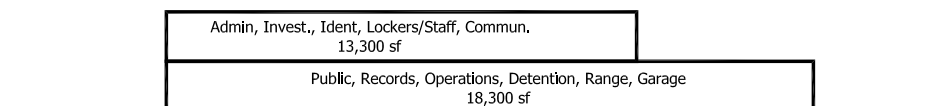
**Option A1**  
2 Floors + Partial Bsmt



**Option A2**  
2 Floors + Partial Bsmt



**Option A3**  
2 Floors + Partial Bsmt



**Option B**  
2 Floors

**Part 4 – Accommodation Options**

4.1 – Location Considerations.....

4.2 – Accommodation & Development Options .....

4.3 – Recommendations.....